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The Tippie Job Search Guide



Tippie
College of
Business

THE UNIVERSITY OF IOWA



Your Transformation

You are about to embark on a life adventure like none other. It will be fun, inspiring, challenging, sleep deprived, supportive, educational, draining, overwhelming, but above all...transformational. From this moment forward, you will feel stretched every day to be your best self. At moments it will not meet your expectations, but in the end it will exceed them. You will be surrounded by people who are here because they care about your success. Your Career Partners will be with you every step of the way as you make this transformation—but the ability to achieve career success as an MBA candidate must be driven by you.

Consider sports teams. The coach provides a game strategy to increase the odds of capturing a win. However, this effort is only relevant if the athletes apply focus, consistency and commitment in their training. The coach relies on his players to practice and achieve their highest potential. Whatever goals or expectations you've brought with you to business school will require that you're "in the game" and practicing to sharpen the skills that are necessary to conduct a successful MBA job search.

This transformation will involve a broad set of experiences, and there will be times when the value may seem unclear to you. A consistent theme that is echoed by each executive that visits campus to share insights on leadership is **find value in every opportunity**. Choose to view every experience you will have during your time at Tippie (especially those that may not have clearly defined value in your mind) as a chance to *learn* and *grow*—and that is exactly what you'll do.

In this handbook

The intent of this guide is to provide a framework for increasing your understanding of the MBA job search and the steps and preparation associated with the process.



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Introduction

The purpose of this study is to investigate the effects of various factors on the growth and development of the human body. The study will focus on the relationship between nutrition, exercise, and sleep, and how these factors influence the overall health and well-being of individuals. The research will be conducted through a series of experiments and observations, with the aim of providing valuable insights into the complex processes of human growth and development.

The study will be divided into three main sections. The first section will focus on the role of nutrition in human growth, examining the impact of different diets and nutrients on the body's development. The second section will explore the effects of exercise on growth, looking at how physical activity influences the body's structure and function. The third section will investigate the importance of sleep in the growth process, analyzing the relationship between sleep patterns and the body's growth rate.

The research will be conducted over a period of six months, with data collected from a group of participants. The results of the study will be presented in a series of reports and articles, providing a comprehensive overview of the findings. The study is expected to contribute significantly to the understanding of human growth and development, and to provide practical advice for individuals seeking to optimize their health and well-being.

The study is funded by the National Institutes of Health, and the results will be made available to the public through a series of public lectures and workshops. The study is expected to be completed by the end of the year, and the results will be published in a series of peer-reviewed journals.

Preparing for the Search

How to Maximize Your Results

- Defining & communicating your personal brand
- Crafting an impactful elevator pitch
- Career path exploration
- Understanding the MBA hiring landscape
- Tippie placement report & hiring companies

Journal for the Year

Preparing for the Search

So where do you want to go...and how do you plan to get there?

You returned to business school to switch or advance your career. In either scenario your primary goal for being here is to acquire the skills to transform your career in some way. At Tippie, you will learn the tools and gain competencies necessary to excel in your chosen field. However, equally important to skill building in the classroom will be the time and effort needed to conduct a **successful** job search.

- Crafting a **results-driven resume** that will capture the attention of recruiters.
- Building your **personal brand and value proposition** and learning how to articulate this brand through effective storytelling.
- Identifying target companies and understanding how your skills and experiences are a FIT with these firms.
- Utilizing relationship management to broaden your business network—enabling opportunities to increase your knowledge of a function, industry or company, and creating meaningful links to industry that you can leverage during your job search.

Achieving an “A” in class requires hard work, dedication, and commitment to applying a high level of effort toward the goal. The MBA job search is no exception. Companies assume MBAs from top programs will bring technical proficiency to the table. If you want to rank in the top 20% in the “classroom” of MBA candidates competing for the best internships, you need to **strive to be the best**.

“Achieving an “A” in the classroom requires hard work, dedication, and commitment to applying a high level of effort towards the goal. The MBA job search is no exception.”

Defining Your Personal Brand [and Its Relevance to the Marketplace]

Visualize the cereal aisle in a grocery store for a moment. Boxes stacked in neat rows of the same general size and shape. If blind-folded, you could pull from anywhere on the shelf and your result would be the same—cereal. But, let’s be honest. Do any of us want just *any* cereal? Hardly. We make our cereal selections based on a variety of factors. What does it cost? Is it healthy? Do I like the way it tastes? Was I aware of this brand before walking down that aisle? Some boxes boast flashy colors and graphics, others use gimmicks (can you think about Frosted Flakes without Tony the Tiger coming to mind?), others promote the health benefits (if you need to lower your cholesterol, Cheerios will make it happen)—and others have elected to skip the cardboard box entirely in favor of a more cost efficient plastic sack.

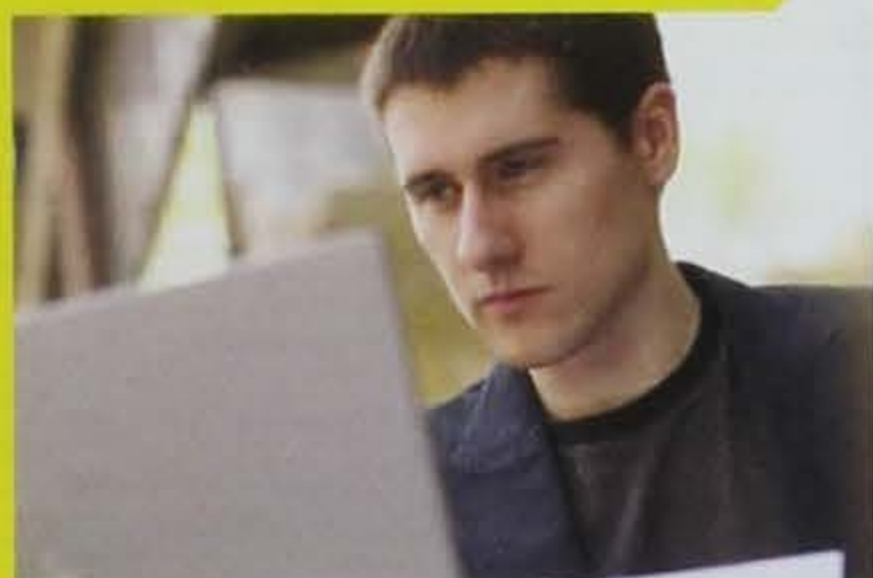
Much like we search for the brand that best suits our needs in the cereal aisle, hiring companies conduct a similar assessment when seeking out right fit MBA candidates for their business. When there are a lot of brands to choose from—**what is the unique value proposition that will make them select you?**

The process of defining your personal brand is daunting and it will challenge you. Don’t give up.

Defining and communicating your personal brand will enable you to differentiate yourself from other candidates, which can accelerate your job search. Your unique brand message articulates what you can offer, provides a good indicator of what it would be like to work with you, and supports how you contribute and make things happen.

You already have a brand. It’s up to you to determine how you define and solidify your brand in a way that will resonate with your target audience.

The next two pages will take you through a few exercises to get you on your way to developing your personal brand and unique value proposition.



Preparing for the Search

Clarifying Your Unique Selling Proposition

Core Vision

The ability to see **your life and work** in a way that is personally meaningful, stimulating, inspiring, and fulfilling and in alignment with who you are.

Key Components of Vision =

Core Ideology [Values, Purpose, Passions]

- What we stand for and why we exist

Envisioned Future [Stretch Goals, Vision Statement]

- What we aspire to create, achieve, or become

Core Ideology

Values =

- Timeless, guiding principles that you care deeply about
- Not to be compromised

Purpose =

- Your enduring reason for being
- It can never be completely fulfilled
- Primary purpose is to guide and inspire

Passions =

- Things or ideas that excite you, energize you, and/or bring you joy
- Things that have deep meaning to you
- Can include people, places, causes, activities, skills, or knowledge

Envisioned Future

Stretch Goals (SG) =

- Clearly articulated, bold missions that require 10-30 years to achieve
- Not a sure bet. 50-70% probability of success
- May require extraordinary effort beyond your current capabilities or environment

Vision Statement =

- Vibrant, engaging description of what the world looks like once a SG has been achieved
- Evocative, concrete, tangible, passion, emotion, conviction
- Translate words into a rich, personally inspiring picture that captures the imagination

Self Assessment of Your Personal Brand

DEFINING WORDS

What 3 or 4 adjectives best describe the value you offer? What words do you use to define your personality?

Suggestions: [Don't limit yourself]

Collaborative	Diplomatic	Intentional	Connected
Resilient	Intuitive	Visionary	Ethical
Forward-thinking	Precise	Genuine	Accessible
Risk-taking	Enterprising	Entrepreneurial	Adaptable

CORE STRENGTHS

In what functions and responsibilities do you excel?

When you're considered the "go-to person" – which qualities are generally included?

Suggestions: [Don't limit yourself]

Identifying problems	Motivating	Communicating	Fact finding
Seeing the details	Mentoring	Anticipating risk	Designing
Leading	Innovating	Building consensus	Coaching
Delegating	Listening	Crunching numbers	Managing conflict
Performing analysis	Facilitating	Presenting	Writing

Next Steps

- Get feedback
- Define your target audience
- Identify your competitors in the marketplace & what differentiates you
- Check your personal brand for clarity, consistency, constancy



FOUNDATIONS FOR CAREER MANAGEMENT

Preparing for the Search

Exercise to Clarify Your Unique Selling Proposition

Core Vision

The ability to see **your life and work** in a way that is personally meaningful, stimulating, inspiring, and fulfilling and in alignment with who you are.

Core Ideology

What we stand for and why we exist

VALUES

*Timeless, guiding principles that you care deeply about.
Not to be compromised.*

PURPOSE

*Your enduring reason for being.
Primary purpose is to guide and inspire.
Ex: "To make people happy" - Disney*

PASSIONS

*Things or ideas that excite, energize, and/or bring you joy.
Things that have deep meaning to you.
Can include people, places, causes, activities, skills /knowledge.*

Envisioned Future

What We Aspire to Create, Achieve, Become

STRETCH GOALS (SG)

*Clearly articulated, bold missions; require 10-30 years to achieve.
Not a sure bet. 50-70% probability of success.
May require extraordinary effort beyond your current capabilities.*

VISION STATEMENT

*Engaging description of what the world looks like once SG is achieved.
Evocative, concrete, tangible, passion, emotion, conviction.
Translate words into a rich, personally inspiring mental picture.*

Source: Jim Collins & Jerry I. Porras – Built to Last: Successful Habits of Visionary Companies

Test Criteria:

1. Fewer than 4 or 5.
2. Examples of you living the values & suffering costs for doing so?
3. If penalized for holding this value, would you keep it?
4. Will they stand the test of time?

Test Criteria:

1. Not "what" but "why." Ask "why do I do this?" [3-4 times]
2. Does it guide, inspire, and excite you?
3. It's not something that you will ever fully achieve.
4. Will it stand the test of time?

Test Criteria:

1. Do these things resonate deeply in your heart?
2. If you could do anything, would you do these things?

Test Criteria:

1. Is each SG tangible, clear, and compelling to you?
2. Is each SG energizing and inspiring to you?
3. Are there specific metrics so you can track achievement?

Test Criteria:

1. Is it energizing, stimulating, and inspiring to you?
2. Does it paint a rich picture of what the world will look like once you have achieved your primary goals?

Values:

- 1.
- 2.
- 3.
- 4.
- 5.

Passions:

- 1.
- 2.
- 3.

Vision Statement:

Stretch Goals:

- 1.
- 2.
- 3.

Purpose:

[Sample Vision Statement]: "Our vision is to be the most customer centric company; to build a place where people can come to find and discover anything they might want to buy online." - Amazon

Preparing for the Search

Communicating Your Brand

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." - Warren Buffett

Once you've established your unique brand proposition, the only way to make it relevant to the marketplace is by promoting it. Communication of your brand can occur in multiple channels—one of the most obvious being via your resume and targeted cover letters. However, it is important to be aware that your brand is being communicated **every** day, including spots that may be unintentional—such as the content on your Facebook profile or an email or phone communication to a Tippie alumnus.

Consider the power of negative press. Tiger Woods comes to mind. Revered and respected as the best in his profession. Now: cut to the recent negative communication of his brand that left us all questioning his character—this may fade over time, but do you suppose he'll ever fully regain his positive brand? Unfortunately, for every positive step you take to promote your personal brand and increase your relevancy to the market, one negative action will set you back five paces. So as you look ahead to promoting and protecting your brand image, be sure to consider the following:

Resume

The most obvious communicator of your brand, but only impactful if you know your audience and make yourself relevant to their needs. Targeted resumes are necessary if you intend to pursue opportunities across more than one function or industry. This requires you to make modifications to your primary version to highlight the skills/experiences that are in closest alignment with the position to which you are applying. Do not attempt to make a "one size fits all" version, as this can cause your brand to be perceived as unfocused.

Targeted Cover Letter

Some companies value the introduction of a cover letter more than others. However, regardless of the emphasis placed on this communication tool by an organization, a poorly written or irrelevant letter will sharply decrease your opportunity for success.

TIP: Identify the 3-5 competency areas that are requested most frequently by the industries/functions you're interested in pursuing—craft 1-2 examples from your prior experience that demonstrate your skills in each of these areas [see pg. 22 for additional information on how to utilize the SMART framework to create your stories].

Email Communication with Recruiters / Thank You Follow Up(s) Post-Interview

Many employers communicate via email, so it is critical that you develop the skills to ensure that any promotion of your brand in this capacity is flawless. Avoid the tendency to favor a casual tone, and be aware that non-verbal cues don't exist in this format so it is easy for even the best intentions to get lost in translation.

TIP: If you are unsure, get a second opinion before hitting the send button! Your Career Partners are here to provide feedback on any communication that involves the promotion of your brand. You only get one chance to make the RIGHT impression.

Networking Introduction to Alumni & Industry Contacts

Introductions can be intimidating and scary [see pg. 42 for additional information on how to make an introduction]. And to further the intimidation factor, the way you present yourself initially will set the stage for how the alumnus will perceive your brand.

TIP: Turn the tables. You are now the alumnus and an email message has just popped up from an unfamiliar name. What would you want a message from a current Tippie student to say? This exercise will help you understand your audience, and then consider ways to make yourself relevant. Remember, even with busy schedules, the majority of individuals genuinely DO want to help!

Elevator Pitch at Career Fairs

[See pg. 20-21 for additional information on MBA Career Fairs & the Elevator Pitch].

Demeanor & Participation at Executive Speakers

Professional Engagement during Networking Opportunities

Remember, every touch point is another opportunity to communicate your brand. It is up to you to determine whether this activity will have a positive or negative impact.

Communicating Your Brand in Social Media - Facebook, Twitter, LinkedIn

Your online presence is another piece of your brand. As social networking grows increasingly pervasive, more employers are utilizing these sites to screen potential employees.

Quick Tip: Search Optimize Your Resume

Virtually every company utilizes a corporate recruiting website to source and hire talent. In most cases, they require (for legal reasons) that all applications be routed through this process—often even in cases where you will have a more direct path to the position of interest (Career Services facilitated lead, networking contact, etc.). These sites include a digital database of resumes, and when sourcing candidates for an open positions recruiters will use key words in resumes to identify individuals with a potential skill fit.

As such, it is important to optimize the chances of your resume being pulled in a search.

How is this achieved?

When applying to a position, review the job description to identify key terms and then find ways to work these terms into your resume. If you are focusing on a specific career path (for example, business-to-consumer marketing with a consumer packaged goods company), one targeted version of your resume may address all firms within your target audience. However, if you are targeting several potential career paths within a function, you should consider having different versions of your resume to target each of these areas.

Additionally, a growing number of companies are utilizing social media outlets such as LinkedIn and Facebook to search for candidates, so ensuring you utilize these same keywords within your profile on these networking sites is another opportunity to optimize your odds of getting a first glance.

For more information on ways to optimize your resume, visit:

Career Rocketeer:

Resume SEO: Get Your Resume to the Top
<http://www.careerrocketeer.com/2009/05/resume-seo-get-your-resume-to-top.html>

Create a Google Profile:
www.google.com/profiles

MBA Hiring Companies

Structured MBA Recruiting Programs

There are many entry points into organizations for MBAs. The most defined path is at companies with structured MBA recruiting programs. When students create initial target company lists, they are generally surprised to find that there is little consistency in terms of which organizations do (or do not) have such programs. Although many companies beyond those with structured programs do hire MBAs, those with a defined recruiting process place the highest level of value on the MBA.

What Defines a Structured Program?

MBA hiring companies with structured programs allocate specific funding within their Human Resources function to staff a team that exclusively manages the MBA recruiting process. All MBA hiring companies with structured programs identify and partner with a small set of core schools where they focus their recruiting efforts on campus. These selections are based on a variety of factors, such as alignment of a school's curricular focus with their hiring areas, program rankings, geographic proximity, program size (i.e. opportunity for yield), and influence from alumni (in high-level roles) within the organization.

Some companies are unwilling to look at students for their structured programs outside of these core schools—except for stand-out candidates they engage with through the national MBA career fairs, individuals who network within the organization and gain buy-in from a hiring manager, and/or if they do not reach their yield from the core schools.

Other companies work with a set of target schools (on campus), but also work with non-core schools. Generally, this includes posting their MBA opportunities within a school's recruiting system, accessing resume books, and accepting candidate recommendations via direct referral. As many organizations rethink budget allocation for the time and expenses required to conduct on-campus recruiting, many are turning to virtual options to source candidates. All of these recruiting scenarios require MBA students to be proactive, prepared, and productive in their search process.

When Does Hiring Occur?

Generally speaking, MBA students are encouraged to launch out of the gates on day one ready to attack the internship search. However, fall recruiting has traditionally been focused on full-time roles, and this continues to be the emphasis. That said, companies that attend the national MBA career fairs [Sept. – Nov.] have continued to increase their focus on identifying candidates for their internship programs at these events. Additionally, there are companies who conduct on-campus recruiting in late fall for internships.

From an overall standpoint, the majority of intern recruiting still occurs in the spring semester with many companies posting opportunities and visiting campuses starting in January. Also worth noting is the potential for lengthy processes. For example, it is common for a student to meet with a company in October at a national career fair and then not receive additional follow-up on the process until spring semester. Like many things in life, patience and perseverance are virtues during the MBA recruiting process.

Structured MBA hiring programs include both functional roles and Leadership Development Programs. Typically, firms target a specific number of MBAs for each class of hires (for full-time and internships), and at most firms a percentage of these roles (if not all) will be filled by accepted offers from their summer internship class. Therefore, while the internship is an opportunity to "test drive" a specific industry or function, be mindful that most structured hiring companies are viewing the summer as a 3-month interview process, and they are seeking long-term fits for the organization via this process.

Alumni Insight

Manika Bansak ('14)

GE Capital

Liquidity Management- Corporate Treasury

I spent my summer right after the first year with a start-up firm within the fintech space.

My search for the internship started during the first semester of the MBA program. Networking with alumni through LinkedIn, career services suggestions and conversations with second year students, helped me streamline my search and target the right set of employers. I learnt about new avenues and potential opportunities as I interacted with people across the board. Fortunately, a Tippie alum was looking for some assistance during summer to build his product platform.

When I connected with him, we both realized that my prior experience with trading platforms within financial services and data analytics would be a great asset. I was excited about the company and the product and was thrilled to be on his team. It was a great learning experience.

I would encourage the incoming students to start early in their search. I cannot not emphasize more the importance of networking. Explore opportunities in fintech, AI, Deep learning, analytics et al. Push yourself out of your comfort zone. Keep abreast on key industry trends and evaluate careers' potential in the long run.

I wish everyone a great success in their search.

Direct Hire Opportunities

For companies that do not have structured hiring programs, many seek to bring MBAs into their organizations via direct hire opportunities. The primary difference [between structured programs and direct hire] is the timing. While structured programs seek to fill their MBA roles in advance—typically 6-9 months before the new class of MBAs will physically join the company—direct hire opportunities require candidates be available to start within the recruiting cycle. In most cases, 90 days is the maximum recruiting timeline on these roles. Therefore, students can't realistically expect to be considered for these opportunities until spring semester [March-April range].

MBA Career Paths – Marketing Roles

Business-to-Consumer (B2C)

Business-to-Consumer Industries include:

- **Consumer Packaged Goods**, such as toothpaste and cereal, include major employers like Unilever, Land O'Lakes, Nestle Purina, Pepsi-Co and Hershey.
- **Durable Goods**, such as cars and household appliances, include employers like Ford Motor Company and Whirlpool.
- **Hi-Tech Durable Goods** include electronics (Apple iPhone), computers (Dell), and related electronic equipment.
- **Retail Services**, such as Target, Lowe's, Macy's or Amazon.

B-to-C industries are characterized by the sale of a large number of goods to a large number of individual consumers. The sales cycle is typically shorter, and brand is king. Typically a large proportion of marketing expenditures are on brand-building efforts with consumers. There is a tremendous amount of data available on consumers and their patterns of interaction with the brand, so decisions become very data-driven.

Brand Management

The brand manager is the quarterback of the consumer goods world. They have the highest level of marketing responsibility for a specific brand (i.e. Healthy Choice), and are responsible for all matters relevant to their product(s): marketing strategy, product development, pricing, promotions, sales, quality control, and production. They must be able to influence people at high levels across the organization. Because of the general business nature of the responsibilities and the leadership capability required, this is the most "elite" of MBA marketing positions and therefore the most competitive to obtain.

Product Management

Product Managers are the product champion within the consumer goods firm. They are responsible for the product's success through its entire lifecycle, measured overall by P&L and specifically by sales revenues, market share, and profit margins. Their primary focus is on new product development and therefore they spend a lot of time and effort bridging the engineering-oriented teams and the business-oriented teams to translate customer needs into engineering specifications and vice-versa. The best product managers have the ability to think strategically and anticipate future customer needs, possess a technical aptitude to effectively communicate and influence engineers, and project-manage multiple efforts in new product development, product maintenance, and marketing.

Merchandising Management

In the retail space, Merchandising Managers serve a similar role to the Brand Managers of the CPG world. Merchandising Managers are responsible for the success (P&L) of a given category of product within the retail space (for example, all storage products at Lowe's). They are responsible for developing and executing the right product, marketing, and vendor strategies to achieve the categories' growth objectives. They will work with internal retail teams, internal and external marketing agencies, and vendor product/brand managers to achieve objectives. Additionally, the rise of ecommerce has created demand for merchandise management in the online retail space.

Category Management

The Category Manager is responsible for managing multiple product categories (such as toothpaste) as business units and customizing them, on a store-by-store basis, to satisfy shopper needs (Nielsen definition). The Category Manager will work collaboratively with the retail client for exchange of information and joint business building, recommend sales growth strategies that will include new product introductions, pricing, and promotional activities. It's a tricky position that requires strong leadership, negotiation, and influence skills.

Marketing Analytics

The Marketing Analytics Manager is responsible for gathering all relevant information about the consumer: how they consume, how they make decisions, buying attributes, buying benefits (functional, social, emotional), unmet needs, and responses to marketing efforts. This is done through a combination of analytical data research and analysis and qualitative psychologically-based research. The Consumer Insights Manager may conduct the primary research and analysis or manage an outside agency. They work to both advise and provide services to the product, brand, and merchandising managers.

Pricing and Forecasting

Marketers responsible for pricing and/or forecasting are responsible for developing pricing strategies. They determine what pricing structure and level should be set, under what timeframe, and within what integrated promotional efforts to optimize profits. Forecasting specialists will predict future sales levels dependent on a given mix of marketing decisions. This is typically a highly analytical role, using a large number of data points to identify relationships between marketing variables, consumer insights, and product attributes. They influence and support the brand, product, and merchandising strategies.

Marketing Communications and Promotions – Digital and Traditional

Promotional marketing functions can support a variety of efforts to reach and persuade consumers, from traditional advertising and public relations to web marketing, digital marketing, social marketing, relationship marketing, and causal marketing. These functions recommend appropriate strategies to the Brand, Product, and Merchandising Managers, set objectives, and measure outcomes. They typically work with a wide variety of internal and external constituencies from engineers to advertising and promotional agencies.

Marketers Skills Set

The best marketers bring three major skill areas to the table: creativity, quantitative analysis and soft skills like teamwork, leadership & communication.



MBA Career Paths – Marketing Roles

Business-to-Business (B2B)

B-to-B Industries include:

- **Durable Goods**, such as HP blade servers, HNI office furniture, John Deere planters, Siemens wastewater treatment products or Honeywell building automation solutions.
- **Energy and Utilities**, such as Chevron, MidAmerican Energy, and emerging companies in solar, wind, and biofuels.
- **Professional Services** include financial services, management consulting, and market research firms, such as American Express, Burke, Millward Brown, and Nielsen.

B-to-B industries typically have a fewer number of business customers, higher average sales per customer, and a lengthy, sophisticated selling process. Imagine providing 60,000 offices to Motorola around the world, for a contract in the multi-millions of dollars. Or, change management software solutions to a global client around the world, over a ten-year contract. As a result, a larger portion of the marketing expenditure is in supporting a sophisticated sales force and process. Because of the smaller number of customers overall and the difficulty of tracking individual transactions, the industry typically has much less customer data with which to make decisions. Product marketing and sales reign supreme.

Product Management

Product Managers are the quarterback of B-to-B durable goods marketing. They develop the long-term strategy for the product line's growth and are responsible for P&L. They are responsible for all aspects of product development, marketing, and manufacturing quality. Think of them as the Brand Managers of the B-to-B world.

Corporate Brand Management

Unlike in B-to-C industries, in the B-to-B world a Brand Manager is responsible for building the corporate brand awareness and preference in the minds of customer decision makers and influencers. They are the brand champion (and police), making sure the brand positioning is appropriately presented and supported through the various product, marketing, and sales efforts. They do not have P&L responsibility and largely provide a governing structure that everyone throughout the company supports. They work closely with strategy and outside agencies to develop the brand strategy and execute it consistently.

Marketing Research

Because in the B-to-B world there are a fewer number of large customers who have multiple transactions within a complex selling and maintenance cycle, market research in the B-to-B world relies less heavily on a large set of customer data (simply harder to get) and more heavily on data that is collected through interviews, surveys, and field sales intelligence. It can be less quantitative and more qualitative, although it is equally important in developing sound brand and product strategy as it is in the consumer arena.

Promotional Marketing Services

The same promotional marketing functions that exist to reach and persuade customers—found in the consumer world—are found in the B-to-B world: advertising, public relations to web marketing, digital marketing, social marketing, content marketing, relationship marketing, and causal marketing. These functions recommend appropriate strategies to the Product Managers, support corporate branding objectives, and measure outcomes. Because there are fewer customers with a intricate selling cycle and a complex set of influencers and decision makers, these functions typically provide a deeper level of communication and relationship support with a fewer number of customers.

Marketing Consulting

If you choose to work in a consulting capacity in a professional services firm (either a consulting firm or a research agency provider, for example), you will be responsible for delivering client program objectives, whether behind the scenes or in a client-facing role. Project management skills and content knowledge are extremely important, as is the temperament to thrive in a flexible, changing client environment. If you are in an outward facing role, communications and sales skills are extremely important. "Behind the scenes" roles such as Research Analyst will typically pay less than client-facing roles, such as Consulting Associate.

Other Marketing Roles to Consider Include:

Shopper Marketing, Digital Marketing Management, Consumer Insights, Strategic Marketing, New Business Development or Sales



Business Director Insight – Marketing Academy

How companies market today is different than it was just a mere five years ago and technology is the wildcard that keeps changing the game. Three significant factors are driving the transformation:

- Access to the internet and rapid technological advances make products accessible 24/7 to consumers around the world, which is fundamentally changing how businesses reach and engage with customers.
- A fast-paced, global economy encourages competition in all corners of the world and gives consumers more information and options.
- Organizations of all sizes recognize the growing importance of the marketing discipline to their success.

We have all seen the consequences when industries or organizations lose sight of the market and stop innovating. There is a narrow margin for error in today's marketplace. Successful organizations and leaders recognize how important it is to identify changing customer needs, and innovate accordingly. Marketing is a valuable tool in which businesses are willing to invest.

Professional marketers work in a dynamic, challenging, and rewarding environment. If you are considering a career in marketing, the Henry B. Tippie School of Management's full-time MBA Marketing Career Academy offers a track focused on managing customers, products, and brands. By the end of the program you will have acquired and applied current technical marketing knowledge to business challenges.

As a student specializing in marketing at Tippie you can expect:

- **Personalized academic and career advice:** As your Business Director I'm here to help you make decisions that will maximize your potential, so you can achieve your academic and professional goals. My job is to ensure you gain the technical and real-life expertise that employers want from an MBA grad.

- **Real work with real clients through consulting projects:** Through marketing field studies you'll prove yourself to clients by doing real marketing work. Whether it's determining the best marketing strategy for a GLAD OvenWare product or putting Google grants to work for non-profits by analyzing statistics and optimizing SEO/SEM strategies, you'll get the practical marketing skills needed to succeed.

- **Dynamic academy sessions led by industry experts:** We take building your network seriously by exposing you to Marketing professionals at the very top of their game.

Within three months of completing the Tippie MBA program, over 90% of our graduates have accepted career opportunities with leading companies.

Be part of a program that will encourage your interest in innovation, develop your leadership skills, teach you to solve problems creatively, strengthen your quantitative/analytical skills, and encourage your social responsibility.

Your marketing career prospects will be boundless.

MBA Career Paths – Finance Roles

Investments

Depending on the investment organization, a firm can be involved in any one or more of these activities in an organization. So if a firm may be of interest to you, please be aware there are a variety of businesses that may or may not be a fit for your skill set. The larger organizations are often involved in several of these practices. In most cases, a key to employment on the investment management track besides excellent analytical skills is cultural fit. So as you prepare to interview with a firm involved in these businesses, it is important to understand their culture, how you fit in, and what they look for because these factors are critical to placement.

Investment Management

Investment management is the business of managing money for others. Management of assets can include stocks, bonds, or real estate. The management of assets can utilize domestic assets, international or global. The funds invested can be either for individuals or institutions, endowments, or combinations of these three. Positions in these firms would include analysts, trading, client servicing, or relationship managers. Most of these firms not only require very strong analytical skills for analysts, but cultural fit is key.

Hedge Funds

Hedge funds are a way to invest in assets. The private investment partnerships invest in a variety of assets. The biggest differences between investment managers and hedge fund managers are the ability to short investments, as well as leverage the portfolio. So although they may invest in stocks and bonds, their ability to structure the portfolio differently creates a different class of investors. They typically have a much shorter holding period for their investments, so if you prefer a "faster pace," a role in a hedge fund may be preferable.

Private Equity

Private equity is the business of providing equity capital to private companies or taking a public company private in their ownership structure. A private equity firm will analyze the businesses that they target, purchase, and restructure and/or reorganize the business and the balance sheet, then either sell the company to another private owner or take the company public. This is not flashy trading, but really understanding the nuts and bolts of the business and how to structure it financially.

Capital Markets/Investment Banking

Capital markets is the broad description of providing equity and debt capital to corporations. Many of the firms involved in this activity are in reality investment banking firms, although the field is broader than this subset. Investment bankers underwrite debt and equity securities for corporations. They also work on purchase and sales deals for corporations by creating the actual deal and structuring the financing. Investment banking firms often times prefer undergraduate students because of the tremendously long hours required of new associates, but a willingness to work very long hours and the ability to get a lot of analytical work done in a focused manner will indeed help you in placement. Fit is important, but the desire to work long and hard is key. Learn to love your Blackberry.

Consultants

Consultants make recommendations to institutional and high net worth clients as to how to allocate assets as well as selecting individual managers for investment of those assets. Consulting positions are in two main categories: client-facing and investment due diligence. If you love to crunch numbers and analyze how a fund works, due diligence would be the preferred side. If your skills include strong communication abilities, the client-facing consultant might be appealing; your role is to work with the client to put the analysts' output into a plan of action.

"Sell Side"

The sell side is often what we refer to when discussing the institutional brokerage business of the Wall Street firms. The three main types of positions at such a firm include research analysts, research sales, and sales trading. The analysts on the sell side are a bit different because communication of their research to clients is a critical element of the position. Also, as you reach out to clients around the world, travel becomes a larger part of the job. Research sales professionals work with investment management firms to be the liaison between their organization and the research they provide. The traders work with investment management firms to fulfill their trading needs.

Wealth Management

Private wealth management is the profession of providing investment advice to high net worth individuals. Typically you work with a client to establish goals, objectives, and risk tolerances, then create a financial plan respectful of his/her needs. Although there is a strong need for financial knowledge, particularly of asset classes and tax issues, there is a large component of client servicing and client development with these roles.

MBA Career Paths – Finance Roles

Corporate Finance

Corporate Finance roles are providing increasing opportunities for movement up the corporate ladder. Historically known as more of a non-operational role, the financing needs and financial decisions of companies have grown in importance such that successful professionals may be tapped for top corporate roles. This means the stereotype of the "numbers geek" is not enough in this changing world. Soft skills, ability to work in and lead teams, and communications skills are increasingly important to corporate finance professionals. Roles in corporate finance move across a spectrum from heavy accounting roles to a focus on investment issues, with a variety of opportunities throughout. **Again, being able to work and communicate throughout an organization is as important as your ability to analyze the data.**

Internal Audit/Accounting/Tax

Although these roles can hire MBAs, candidates typically need a strong accounting background.

Treasury/Cash Management

Managing the day-to-day financing needs of an organization. This includes everything from establishing credit lines with banks, managing short-term credit needs, and issues dealing with credit for clients. An accounting background is also helpful for these roles.

Risk Management

These roles are newer to the world of finance and may not be as developed and clearly defined as others. This role can include analyzing a variety of things, from business risks to financial risks within an organization. Strong analytical skills are a must, along with the ability to communicate issues in a clear, effective way so that senior management will understand the critical issues.

Financial Analyst/Corporate Development

Financial Analysts and Corporate Development are the traditional roles when thinking of corporate finance. The broad array of functions include analyzing capital budgeting projects, analyzing competition and the industry, developing and implementing financial plans and budgets, long term financial planning, optimizing expenses, and analyzing all things relating to the bottom line. A strong analytical expertise is necessary, but understanding the company from a marketing perspective is a plus. Again, communication and teamwork aptitudes are increasingly important for these roles.

Investor Relations

This role is the liaison between Wall Street and management of public companies. You work closely with senior management to create the proper messaging to be delivered to Wall Street, which means access to and travel with senior management is frequent. You also are in constant contact with analysts at investment firms and the Street, so relationship building with shareholders is a critical element of this role. A background in journalism or PR can be a plus, but strong communication skills are a necessity.

Benefits Manager

This role is an internal investment consultant, working with retirement plans for employees. Understanding investment options and structure as well as communicating with employees is important in this role.

Real Estate

Particularly with retail companies, real estate is a critical component of the business. Many of these organizations have internal operations for acquisition and disposal of real estate properties.

Corporate Development

This role is an internal investment banking role, working with management to determine long-term capital structure, as well as acquisition and disposition strategies and implementations. Although this role is more aligned with the investment side, it can be housed in a Treasury or Financial Analysis role, so pay attention to the job descriptions.



Business Director Insight – Finance Academy

Finance professionals deal with constant change – daily movements in financial markets, new financial instruments, new regulations and new ways of interacting with customers.

Finance is a career for professionals who are fascinated by global financial markets and global financial trends. They are analytical, enjoy working with numbers and are confident using spread sheets and other software applications. They are individuals with a high level of curiosity who like to ask questions such as "What If?" or "What's the impact?" They enjoy absorbing large amounts of information, distilling it down into choices and evaluating the best options.

The field of finance offers a wide range of roles – financial planning, treasury, risk management, new product development, asset management, consumer banking and many others. These positions are found in a wide range of firms, including large global corporations, high growth companies, start-ups, asset managers, consulting firms and others.

Business Director Insight – Business Analytics Academy

Are you a problem solver, influencer and a storyteller? Are you someone who wants to inform strategic and operational decisions, influence sales strategies and improve organizational efficiencies through the use of data? If you answered yes, then you should consider a career in business analytics. Being successful takes a clear understanding of the business environment you are operating in and knowledge of the company's competencies, vision and strategy. Identifying valuable insights is only part of the solution. You must then be able to frame solutions and communicate to leadership and team members in a way that demonstrates your insights are valid and actionable.

The ideal candidate for these career paths is an individual who has a breadth of business acumen and interpersonal skills combined with a depth of analytical analysis. But don't forget, you cannot be afraid of change. Your job is change.

MBA Career Paths – Analytics, Operations and Strategy Roles

The use of analytics supports an organization's journey from data to value through the connection of quantitative analysis tools to strategic goals and objectives. The roles require a focus on understanding and analyzing data with an eye on future opportunities that the data can reveal. These roles are found in every industry, including financial services, healthcare, consumer goods, hi-tech, insurance, and social media, and are applicable in every functional area (could include marketing or finance roles listed previously).

Management Consulting

Consultants, whether internal or external, manage projects and relationships that include business or functional experts and data specialists. Business requirements are translated into data analytics solutions. Insights are also packaged and communicated to leadership to support strategic initiatives or to help drive change in the organization.

Business Analytics Practitioner

Roles in data analytics are focused on harnessing the power of "big data." Data specialists develop analytical models by developing advanced statistical techniques. These models are used to analyze massive volumes and varieties of constantly-changing data to help corporations uncover threats and opportunities, build efficiencies and make more informed decisions.

Business Process Improvement

Planning and implementing systems that foster a culture of continuous process improvement. These roles deliver results through management of process improvement portfolios, utilizing methodologies such as Lean and Six Sigma.

Operations

An operations analyst is responsible for managing and planning the key business tasks in an organization. The role often involves the coordination of multiple processes as well as the optimization of current and long-term capacity needs. Operations analysts must often analyze data and identify opportunities for improvement.

Supply Chain

Like an operations analyst, supply chain analysts focus on the execution of the organization's business, but with a specific concentration on organization's interactions with suppliers and customers. Supply chain analysts are often required to have a high level of technical proficiency, as they must often engage in forecasting and inventory optimization. Yet it is just as important to demonstrate strong interpersonal skills as supplier and customer relations is also a key aspect of the role.

Business Analysis

Business analyst roles vary widely across different companies. In some cases, the business analyst is responsible for analyzing the external environment, evaluating the company's strengths and weaknesses, forecasting future business needs, and identifying opportunities for growth. In other cases, the business analyst is responsible for deriving greater customer value by understanding what the customer needs, identifying innovative solutions and then seeing those solutions into implementation. In almost all cases, the role requires cross-functional perspective.

Project Management

Project managers are tasked with managing all phases of a particular project from inception to completion. In some cases, the manager will have a role in requirements capture and in determining what the project phases will be. Project managers will often manage multiple projects, and must be able to clearly articulate project requirements and manage the timely completion of each aspect of the project.

Leadership Development [Rotational] Program

[See pg. 15 for detailed insight on LD/Rotational Programs]

MBA Career Paths – Leadership Development Programs

Also commonly referred to as Rotational Programs or Management Associate Programs, Leadership Development Programs (LDPs) occupy a fairly large percentage of the overall structured MBA hiring environment. Generally speaking, LDPs require that students get hired into a specific function (such as Finance, Marketing, and/or Operations/Supply Chain), but candidates will then rotate across different functional areas of the business. This approach enables MBA candidates to gain broad perspective of the functions within a large organization, how they intersect, and the impact each area has individually and collectively on the business and its consumers.

Timing

LDPs vary in length, but on average tend to be structured as one- or two-year programs with a set number of rotations within that timeframe [ranging from 6 months to 1 year]. Some programs will rotate you across functions within one office [typically headquarters], while others will require geographic mobility with rotations across the US. There are also LDPs that include international rotations.

Placement

LDPs are utilized as an intense training ground to develop leaders within an organization. As such, the intent following the successful completion of program rotations is placement [at manager level or higher] within a functional unit. This is not a guaranteed spot, however, and the placement process can be equally rigorous, requiring candidates to interview with units where an opening exists.

Ideal Profile

Although many companies with LDPs will include emphasis on a specific functional area, overall, these programs are designed to identify and train future business leaders. This goal includes the expectation that selected candidates will bring expertise within a functional area, but also strategic perspective necessary to operate at a high level across the business. Key qualities sought by LDP hiring companies include:

- Strong leadership profile demonstrated through prior experience
- Exceptional communication & presentation skills
- Ability to influence without authority
- Strategic. Forward-thinking. "Big picture" perspective

Alumni Insight

Kimberly Swanson ('16)
Supply Chain Specialist at the
University of Iowa Health Care

Success will always come to those who are hardworking, respectful, and humble. Though these qualities aren't directly taught in the classroom, they are profoundly vital in the workplace. It's unfortunate that not everyone possesses these qualities, but if you're able to work on these characteristics during the MBA program and demonstrate on a daily basis that you have them, then you will undoubtedly stand out from the crowd.

Alumni Insight

Kristopher Kroona ('13)
Senior Sales Advisor Geonetric

My advice to current and future MBA students is to seek as much information from as many people as possible during your times at Tippie. You are seated at a unique fork in the road where you can choose from an unlimited number of paths and the biggest thing that will facilitate your success is the knowledge you glean from those around you, including peers, professors, industry leaders, alumni, and future employers.

Sample of Companies with LDPs

Abbott Labs	Coca-Cola	Hill's Pet Nutrition	Newell Rubbermaid	Sherwin-Williams
Amazon	Colgate-Palmolive	Humana	Nike	Standard Chartered Bank
Aramark	Cooper	IBM	Nissan	Stanley Black & Decker
Archer Daniels Midland	Delphi Automotive	Intel	Norfolk Southern	Starwood Hotels & Resorts
Asbury Automotive Group	Diageo	John Deere	NovoNordisk	SunTrust
AstraZeneca	Discover	Johnson & Johnson	Otis Elevator	Syngenta
AT&T	Dow Chemical	Johnson Controls	Owens Corning	T. Rowe Price
Bank of America	Duke Energy	JP Morgan Chase	Paccar	Target
BASF	DuPont	Kaplan	Pacific Gas & Electric	Tenet
Baxter	Eaton	Liberty Mutual	Philip Morris	Texas Instruments
BB&T Corp.	Ecolab	Lockheed Martin	PNC Financial	Thermo Fisher Scientific
Belden	Eli Lilly	L'Oreal	Pratt & Whitney	Thomson Reuters
Bertelsmann	Emerson Electric	M&T Bank Corp.	Procter & Gamble	Tishman Speyer Properties
Blinds to Go	Fidelity	Marriott International	Prudential Financial	Toys "R" Us
BMW	Ford	Mars	Putnam Investments	Tyco
Bosch	Gavilon Group	McGraw-Hill	Raytheon	United Technologies
Bristol-Myers Squibb	Genentech	Medtronic	Reckitt Benckiser	UnitedHealth Group
Burke, Inc.	General Electric	Merck	Reebok	Vanguard
Campbell Soup Co.	General Mills	MetLife	Roche Group	Volvo
Cargill	GlaxoSmithKline	Nationwide Insurance	SC Johnson	Wal-Mart
Chevron	Goodrich	Navistar	Sears	Western Southern Fin.
Cigna	Hess Corp.	Nestle Purina	SEI	Whirlpool
Citigroup	Hewlett-Packard	New York Life Insurance	Shell	Zimmer

Tippie Placement Report

Average Data [Class of 2016]

Accepts by Graduation	52%
Accepts within 3 Months	80%
Average Starting Salary	\$86,492
Average Signing Bonus	\$15,417

Full-Time Placement [2017 Graduating Class]

*Placement data as of May 31, 2017; Final data will be reported in September 2016

2017 Full-time Hiring Companies:

Alliant Energy Corporation	Booz Allen Hamilton	Intel Corporation
Allsteel	CF Industries	Johnson & Johnson
Amazon	Cognizant Consulting	Microsoft Corporation
American Airlines	Eaton Corporation	REG
Bank of America	Fiserv	United Health Group
Barrick Gold Corporation	HNI Corporation	Wells Fargo

Internship Placement [2018 Graduating Class]

*Placement data as of May 31, 2017; Final data will be reported in September 2016

2017 Intern Hiring Companies:

ACT, Inc.	Freeport McMoRan	Pella Corporation
AFLAC Global Investment	General Transfer Entrepreneurs	Principal Financial Group, Inc.
Amazon.com	Honeywell, Inc.	Rembrandt Foods
Cambridge Investment Research	IDx LLC	Sasaj LLC
Catholic Charities	Jaras, Inc.	Texas Instruments Inc.
Citigroup	John Deere & Company	The Climate Institute
Code42	John Pappajohn Entrepreneurial Center	USAA
Commercial Metals Company	Johnson County Affordable Housing Coalition	Vertex Strategies
Constant Contact	JPEC	Vibrant Credit Union
CVS/ Caremark/ Corporate	Lancaster Pollard & Co.	Volkswagen Group of America
Deloitte	Lowe's Home Improvement	Wells Fargo
Dish Network	MidWestOne	Whirlpool Corporation
Dow AgroSciences	Pearson, Inc.	World Class Industries
Educational Pioneers		Zivanta Analytics
EMC Insurance Companies		

Tippie Placement Report

Full-Time & Internship Hiring Companies [2014-2017]

3M	DivvyDose	John Deere & Company	Ryder Systems, Inc.
ABB	Dow AgroSciences	John Deere Financial	Sasaj LLC
AbbVie	Dwolla	John Pappajohn Entrepreneurial Center	Scientific Games
ACT, Inc.	Eaton Corporation	Johnson & Johnson	Seven Lakes Technologies
Advantage Healthcare Inc.	ECG Management Consultants	Johnson Cty Affordable Housing Coalition	State Farm
Aegon Asset Management	Educational Pioneers	JPEC	State of Wisconsin Investment Board
AFLAC Global Investments	Eli Lilly	Kimberly Clark	Summit Farms
ALDI	EMC Insurance Companies	Kohler Co.	SunCoke Energy, Inc.
Alliant Energy Corporation	Emory Healthcare	Kroger	Synopsys Inc.
Allsteel Inc.	Ernst & Young, LLP	Kum & Go	Takeda Pharmaceuticals Teradata
Amazon	Essendant	Kurt Salmon Associates	Teradata
American Airlines	Fargre Baker Daniels	Lancaster Pollard & Co.	Texas Instruments Inc.
Associated Press	Federal Home Loan Bank	Land O'Lakes, Inc.	The Climate Institute
Autodesk	Fiserv	Liberty Mutual	The Hershey Company
Bank of America	Fisher Controls International LLC	Lil' Drug	theITSupportCenter, LLC
Barrick Gold Corporation	Ford Motor Company	LogMeIn	TIAA-CREF
Bayer	Frank N Magid Associates Inc.	Lowe's Home Improvement	TOTAL Impact Capital
Bob Barker Company	Freeport McMoRan	Marrs Wealth Management	Traffiq
Booz Allen Hamilton	Gallup	McKinsey & Company	Transamerica (AEGON)
Bosch	Garmin	Mercy St. Louis	TRW Automotive
Cambridge Investment Research	GE Healthcare	Microsoft Corporation	Tyson
Capital One	General Electric	MidWestOne	United Airlines
Cargill	General Mills, Inc.	Nationwide Insurance	United Health Group
Catholic Charities	General Motors Corporation	Nepsis Capital Management	United Stationers
CF Industries	General Transfer Entrepreneurs	NorthShore University HealthSystem	UnityPoint Health
Citigroup	Goldman Sachs & Company	Office of the Minnesota Atty General	University of Iowa Endowment
CIVCO Medical Solutions	Google (Brazil)	Old Town Equity LLC	University of Iowa Foundation
Code42	Grupo Industrial Grialman	Parker Hannifin Corporation	University of Iowa Research Foundation
Cognizant Consulting	Hallmark Cards, Inc.	Patient Education Institute	USAA
Comcast	Health Care Service Corporation	Peabody Energy	Van Wagner Sports and Entertainment
Commercial Metals Company	Hewlett-Packard Company	Pearson, Inc.	Verizon Business
Constant Contact	Higher Learning Technologies Corporation	Pella Corporation	Vertex Strategies
Context Network	Hillphoenix	Petco	VF Corporation
CVS/Caremark / Corporate	HNI Corporation	PGA	Vibrant Credit Union
Darden Group	Home Depot	PNC Bank	Volkswagen Group of America
Darden Restaurants	Honeywell, Inc.	Praxis	Wells Fargo
Dell	IBM	Presidio	Whirlpool Corporation
Deloitte	IDx LLC	PricewaterhouseCoopers	Wipro
Delta Airlines	Insta-Pro International	Principal Financial Group, Inc.	World Class Industries
Diego	Intel Corporation	Radiology Protocols	Zimmer Biomet
Dimensional Fund Advisors	Intercontinental Hotels Group	rainingrose	Zivanta Analytics
Discover Financial Services, Inc.	Jaras, Inc.	Rembrandt Foods	
Dish Network	Jarden Consumer Solutions	Renewable Energy Group	

Chapter 1: Introduction

The first chapter introduces the basic concepts of the course. It covers the history of the field and the current state of research.

The second chapter discusses the theoretical foundations of the course. It covers the basic principles of the field and the current state of research.

The third chapter discusses the practical applications of the course. It covers the basic principles of the field and the current state of research.

The fourth chapter discusses the future of the course. It covers the basic principles of the field and the current state of research.

The fifth chapter discusses the conclusion of the course. It covers the basic principles of the field and the current state of research.

The sixth chapter discusses the bibliography of the course. It covers the basic principles of the field and the current state of research.

The seventh chapter discusses the index of the course. It covers the basic principles of the field and the current state of research.

The eighth chapter discusses the appendix of the course. It covers the basic principles of the field and the current state of research.

The ninth chapter discusses the glossary of the course. It covers the basic principles of the field and the current state of research.

The tenth chapter discusses the conclusion of the course. It covers the basic principles of the field and the current state of research.

The eleventh chapter discusses the bibliography of the course. It covers the basic principles of the field and the current state of research.

The twelfth chapter discusses the index of the course. It covers the basic principles of the field and the current state of research.

The thirteenth chapter discusses the appendix of the course. It covers the basic principles of the field and the current state of research.

The fourteenth chapter discusses the glossary of the course. It covers the basic principles of the field and the current state of research.

The fifteenth chapter discusses the conclusion of the course. It covers the basic principles of the field and the current state of research.

The sixteenth chapter discusses the bibliography of the course. It covers the basic principles of the field and the current state of research.

The seventeenth chapter discusses the index of the course. It covers the basic principles of the field and the current state of research.

The eighteenth chapter discusses the appendix of the course. It covers the basic principles of the field and the current state of research.

The nineteenth chapter discusses the glossary of the course. It covers the basic principles of the field and the current state of research.

The twentieth chapter discusses the conclusion of the course. It covers the basic principles of the field and the current state of research.

The twenty-first chapter discusses the bibliography of the course. It covers the basic principles of the field and the current state of research.

The twenty-second chapter discusses the index of the course. It covers the basic principles of the field and the current state of research.

The twenty-third chapter discusses the appendix of the course. It covers the basic principles of the field and the current state of research.

Conducting the Search

How to Maximize Your Results

- Understanding the timeline
- Increasing opportunities
- Traditional versus non-traditional search
- Importance of company research
- Relationship management for long-term success

Conducting the Search

The Timeline

The first sixteen weeks of your Tippie experience will be, without question, one of the busiest times of your life. Readjusting to life as a full-time student and the academic rigor of business school is not easy. Layer on top of this an ultra-competitive hiring environment and the equally rigorous process of preparing for the internship search, and you will quickly be wishing for more hours in a day. But with hard work, dedication, and focus on your goal, you **will** succeed.

The following timeline provides a broad overview on the sequence of activities related to the career development process during your first semester. And while many of you may not begin actively interviewing for internships until the spring semester, the effort you put forth in the first semester to become a competitive candidate will set the course for the rest of your search.

Alumni Insight Edward Reading ('15) Bausch + Lomb Product Manager

Personally I leveraged the Tippie network to meet new people and develop relationships. I believe that showing passion and sincere interest should be at the core of any job search, if you can articulate your value within each interaction you are a memorable candidate.

Alumni Insight Lisa Fergusson ('16) Humana Strategic Consultant, Provider Strategy & Analytics

Tippie is full of amazing resources and I tried to take advantage of as many as I could. The student clubs are especially worthwhile (MBAA, Net Impact, and the Women's Leadership Program). Career Services and alumni are also great resources for help with resumes and job searches.

Alumni Insight Jeff Curran ('14) LogMeIn Senior Business Operations & Strategy Manager

I would narrow my focus earlier in the process. It's always scary to take options off of the table, but I wasn't an effective applicant until I narrowed my search and honed my value proposition. In the absence of a strategy, everything seems like a good idea. I definitely learned that in my job search process

The Timeline

Summer

- Prepare a competitive MBA resume [action/result focused]
- Work on personal branding statement & elevator pitch
- Compile networking contacts & target companies list
- Update LinkedIn profile to make 100% complete
- Clean up Facebook & other social media

August

- Finalize MBA resume
- Draft a cover letter
- Network with company contacts/friends/alumni

September

- Define your personal brand and elevator pitch
- Read/utilize the Tippie Job Search Guide for your career search
- Categorize your experiences for fit/behavioral interviews (pg. 28-29)
- Network with company contacts/friends/alumni
- CAREER FAIR #1: NBMBA and Prospanica (NSHMBA) [9/26-9/30: Philadelphia, PA]

October

- Continue researching companies and roles
- Network with company contacts/friends/alumni
- CAREER FAIR #2: ROMBA [10/12-10/14: Boston, MA]
- CAREER FAIR #3: NWMBA [10/19-10/21: Lombard, IL]
- CAREER FAIR #4: MBA Veterans Fair [10/20-10/21: Chicago, IL]
- CAREER FAIR #5: NET IMPACT [10/27-10/27: Atlanta, GA]

November

- Fine-tune functional knowledge & sharpen interview stories
- Network with company contacts/friends/alumni

December

- Submit internship applications
- Network with company contacts/friends/alumni
- Prepare action plan for winter break
- Sharpen interview stories
- Network with company contacts/friends/alumni

* CAREER FAIR #6: Asian MBA [TBD, not announced yet]

Conducting the Search

Let's start with what we already know:

The objective of your career search is to obtain a summer internship & a full-time role.

The Career Services team is here to help provide you with the knowledge and resources needed in order to complete a successful career search – BUT the onus is on you, the student & job seeker, to:

1. **Define your plan & set goals**
2. **Execute the search**
3. **Close the deal and secure a role**

A recent Tippie alumnus said, *"The MBA job search is like another class – in order to be successful in it you have to dedicate time, energy and resources to it."*

As you look ahead to your end goal (i.e. why you came back to school and what you want to get out of your experience at Tippie), consider other experiences you've had up to this point that required you to invest something to achieve your desired result. Think about other people in your personal network that you've observed put forth significant effort in pursuit of a goal. What qualities led to their success?

What got you to business school won't get you where you want to go next without personal and professional growth. This theory can be applied in broad terms to the entire MBA job search experience, but it can also set the foundation for the way you view each step in the process.

Application Pipeline: "Growing the Top of the Funnel"

At this point, you've defined your brand via identification of your passions, values, interests and strengths, you've begun to focus your career path and how your unique value proposition is relevant, and you are on your way to becoming a skilled interviewee. For a few Tippie MBAs, existing connections within your personal networks will be enough to land a solid summer internship (assuming, of course, that you are actively leveraging these connections). But for the other 95 percent of you, promoting your brand through the application process will be critical to your success.

It takes a considerable number of applications to yield a small number of interviews—and of those interviews, significant preparation is required to convert these to offers. There are various factors to consider when you are applying for roles:

Career Status

Advancer

[Prior experience aligned with current functional career interest]

Changer

[Transitioning from one function to another]

Straight-Through

[No pre-MBA work experience—excluding internships]

Search Type

Traditional

[Seeking opportunities at companies with structured MBA hiring programs]

Non-Traditional

[Focused on functions/industries that don't generally have structured MBA hiring programs]

Open

[No Geographic Limitations]

Targeted

[Geographic Restrictions]

Candidate Status

Domestic

[Permanent U.S. Work Authorization]

International

[Sponsorship Required]

Alumni Insight

Erin Crawford ('16)

Associate Brand Manager
The Hershey Company

What are three things that you did during your 1st semester of the MBA program to help land your internship?

1. I kept working at interview tactics that felt uncomfortable until they felt comfortable. You'll know your elevator pitch is in a good place when it stops feeling awkward.

2. I reached out to alumni to hear how they used their Tippie MBA as a platform for change. And to gauge my industry fit.

3. Thanks to the guidance of the Tippie Career staff, I attended a career fair. In just a few days, you learn an incredible amount about potential paths, employers, and how to make your story resonate.

Alumni Insight

Mark Hopkins Sr. ('01)

LegalShield
Recruiter

As a business owner, I'm interested in two things: what a person can do to either help me increase my revenue OR what a person can do to lower my expenses. I definitely want to work with that person if they help me do BOTH.

Conducting the Search

Non-Traditional Job Search

You will note—from the data on pg. 36—a sharp difference in the average number of applications for candidates who conducted a non-traditional job search. Non-traditional, again, describes students who choose to pursue a career path within a function or industry that does not typically include traditional structured MBA recruiting programs. If you are fortunate to have a clear understanding of your passion in life, you should follow it, even if this means departing from defined hiring channels. However, as an MBA student it is important to manage your expectations in this regard as your internship and job search will not look or feel like that of your peers who pursue traditional MBA career paths. A few factors to be aware of if you choose to pursue a non-traditional career path:

- 1) **Timing** [companies without structured MBA recruiting have a shorter time frame on their hiring process—as such, you should not anticipate that you will, for example, lock in an internship or full-time job offer months ahead of the time in which you'll start the role].
- 2) **Structure** [or lack thereof... Non-traditional roles do exist, but they require additional effort on the candidate's part to uncover and pursue opportunities. While networking is important to any job search, building relationships is critical to success in a non-traditional search as these industries/functions tend to involve a "who you know" factor, and internal referral is prevalent.]

The below insight comes from a Tippie alumnus who had a passion for bicycles, and a career goal to work in product management within the bike industry. The steps he outlines provide valuable perspective on what it takes to create success in a non-traditional career path.

Alumni Perspective

John Carter ('14)

Group Manager, BladeSystem and Modular Graphis at Hewlett Packard Enterprise – Houston, TX

Achieving Your Life's Dream

I don't know that I can even imagine my "dream job" at this point. Coming back to get my MBA was more about defining a new journey for my career vs being stuck in a job that had no room for personal growth. Persistence, positivity, and a willingness to always continue learning have served me well so far mobbing into a very technical industry. To me, the dream is to have a career that constantly challenges me and pushes on my limits. I don't imagine I will ever want to stop trying new things and learn more. To enable that, I positioned myself within an industry that is constantly redefining itself, so that I can work to tackle new and exciting projects in whatever form they may come.

That value of my MBA was more about learning how to think and less about the actual facts that I learned. Don't let this process of critical thinking and continued education stop with school. The biggest thing that drives me crazy with new MBA interns is that so many focus on their jobs like an undergrad. They come in wanting to just do that "assignment". The interns who thrive are those who go beyond what they are asked to do and apply their critical thinking skills to solve problems that aren't even being asked.

Recruiter Insight

Jana Klauke- divvyDose

When I look at recruiting someone from a full-time MBA program, like the University of Iowa, my expectation is that they are more polished than other candidates and that they can contribute immediately. I expect that they have not only thought out, but rehearsed their value proposition and can clearly articulate how they can (specifically) add value. Working closely with the Career Services team is critical—as they can help you strengthen your pitch. When I bring an MBA candidate in for a final interview, senior management is looking for an MBA candidate to have already explored the company, industry, and competitors in the space. They want to see that candidates are intellectually curious and that they ask great questions.

Always bring paper and pen to jot down notes in an interview. This is also helpful so that you can reference the questions that you thought up before the interview. Once in an internship or role, try to think through questions that you have and explore if you have the resources to come up with an answer. It's always more impressive to show managers that you attempted to figure it out. Typically, they are more than happy to help, but I bet you will surprise yourself with what you are able to figure out using the content from all the amazing classes that you took at Tippie!

Conducting the Search

Tracking Your Progress

Ideal scenario: You submit a resume for an opportunity of interest and within a few days you receive a follow-up specifying whether you've been selected for an interview.

Reality: You submit a resume for an opportunity of interest and receive an auto-generated email within 1-2 business days specifying that *your resume has been received and you will be contacted if your skills and experience are aligned with the position requirements*. You receive no additional communication from this employer and make the assumption that you haven't been selected. Three months go by and—out of the blue—you receive a call from a recruiter at this company indicating that they would like to schedule a first round interview.

Influence the factors that are within your control.

Unfortunately, none of us have the power to determine recruiting timelines—on the contrary, you will often be left questioning them. However, you do have the opportunity to influence how you manage this process from your side, including how you track your progress. Put yourself in the “reality” scenario for a moment with no tracking process in place. Will you feel prepared to respond to this recruiter with limited to no knowledge of the role, when you applied, alumni within the company, and other key company vitals? Remember, you will work hard to capture these opportunities to promote your brand—make sure you are prepared to represent your best self!

You will be encouraged to maintain a tracking mechanism for your application process, including key information and contacts associated with each company and role. The below is a recommended framework.

Sample Tracking Document

[The below is just example content – the networking contacts listed are not real]

DATE	COMPANY	JOB TITLE	APPLICATION OUTCOME	NETWORKING ENGAGEMENTS	REFERRAL SOURCE
9/15/17	AEGON USA	LDP Internship	Invited to interview; No offer	John Smith (title, ph/em) Jane Doe (title, ph/em)	On Campus
9/18/17	Best Buy	SFA Intern	Applied; not invited	Kevin Jones (title, ph/em) Dave Lee (title, ph/em)	On Campus
9/20/17	St of Wisconsin Investment Board	Associate	Invited; 2 rounds; Offer	Sally Nelson (title, ph/em)	Job Posting
9/26/17	Google	Summer Assoc	Applied; not invited	Paula Hill (title, ph/em) Sam Johnson (title, ph/em)	Career Website
10/5/17	Scotia Capital	Summer Assoc	Invited to interview; No offer	Bill Paulsen (title, ph/em) Jason Klein (title, ph/em)	CS Referral
10/15/17	RW Baird	Investment Assoc	Applied, not invited	Ted Jackson (title, ph/em)	Job Posting
10/18/17	Vanguard	MBA Finance Summer Intern	Invited to interview; No offer	Kelly Ford (title, ph/em)	NSHMBA Career Fair
10/21/17	Amazon.com	Finance LDP	Applied; not invited	Jack Kelly (title, ph/em)	Job Posting
11/5/17	UBS	Summer Assoc	Applied; awaiting feedback	Personal contact: Jill Tam (title, ph/em)	Personal Networking
11/15/17	Citigroup	Consumer Banking Associate	Applied; awaiting feedback	Contact from NSHMBA: Jim Bremmer (title, ph/em)	Job Posting & NSHMBA
11/18/17	Allstate Investments	Summer Associate	Applied; awaiting feedback	Jan Brown, Tippie Alum (ph/email) –encouraged me to apply	Alumni outreach

Company Research

Imagine giving a presentation to a room full of people who share expertise in a specific subject matter. Assuming you are not also an expert in this area, would you ever consider stepping to the podium to present without conducting any research in advance? For most this would be a terrifying proposition. As you begin to prepare for the interview process, you will want to give the same care and consideration to educating yourself on the company, including key vitals on the organization, why you're interested and—most importantly—why you're a fit. The below worksheet will provide a framework for your company research action plan.

COMPANY / INDUSTRY

Key Players [Top Management & Tippie Alums – if applicable]

About the Organization

Brands / Products / Services

Trends Affecting the Firm

Recent News

Why Are You Interested?

Why Are You a Fit?

List 3-5 key skills/competencies about your personal brand that align with this role/company.

How will you articulate these unique skills/strengths to the company to demonstrate you are the best candidate?

Consider 3-5 questions for the interviewer (or alumni within the organization).

COMPANY / INDUSTRY

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How will you articulate these unique skills/strengths to the company to demonstrate you are the best candidate?

Consider 3-5 questions for the interviewer (or alumni within the organization).

Alumni Insight
Brady Eilers ('14)
CIVCO Medical Solutions
Director, Commercialization Strategy

From graduation to my career it was a very smooth transition. Tippie definitely prepared me for my job. The MBA is as much about learning a new way of thinking, than learning technical skills. Worry about how it all links together in the bigger picture. After undergrad the first couple of years on a job, you can do terrible on a job, and they'll tell you, "better luck next time". Once you graduate from the MBA program, they're paying you an extensive salary to get these projects right the first time. Make sure you're able to apply those skills that you learned. Also knowing how to work with a diverse population is very important, so getting to know your classmates early on is very helpful, for example on a company project you could be working with an engineer and a advertising individual. From a professional development perspective, Tippie has been a huge help. Going into your first job I would say have realistic expectations on your first role, not much on the company name or title, but on the role that you're playing there. Also make sure that you're networking from day one; that is really important. Sometimes people are afraid, and are scared to network, reach out early before you need a resource, build those relationships, it's not about how many people you can network with, it's about how many people remember you and establishing that relationship for when you do need them.

Relationship Management

"Whether you like it or not, people decide how they feel about you within the first two seconds of seeing you, or hearing you, if it's on the phone. If they like you, they will unconsciously tend to see the best in you and look for opportunities to say 'yes.' If they don't like you, the opposite is true." - Harvard School of Health Sciences

Importance of Networking

The word "networking" elicits many responses, many of which are negative, but the fact remains that it is the foundation of not only a successful job search but a life skill that directly correlates to an individual's personal and professional success over their lifetime. The proof is in the numbers and the numbers suggest that nearly 75% of all jobs are found through networking. So regardless of your current perception of "networking," if you want to be successful in your MBA career search you need to embrace its power, put it into practice, and continue to hone your skills. Here are a few tips to get you started.

Making the Introduction

Whether you realize it or not you currently have an active social and professional network and you are building upon it daily. By making the choice to attend Tippie, not only did you open the door to a network of cohorts, but also the door to a network of faculty, staff, and alumni. This is a tremendous opportunity and a great place to start. Be advised that networking at its core is relationship development, and relationships take time, so be patient. That said, you need to be prepared to do the work. Technologies like email, LinkedIn, and Facebook have made it easier than ever to identify and reach out to alumni and professionals within your target organizations and industries. Make these technologies part of an integrated approach that utilizes the phone and face-to-face engagements when possible to further develop the relationship. There is no substitute for the value gained from personal interaction so take advantage of those opportunities when you have them.

Treat the initial engagement as you would any first interaction. Spend some time getting to know the other person, but be respectful of their time and only ask for a small amount early on. Ask open-ended questions, listen, and be interested and genuine. People love to give advice, share their experiences, and for the most part help others. As such, ask questions that will help you obtain the information you are seeking and be prepared, if asked, to share the same information with them, including how they may be able to help you. Be careful here though, because the response to that question is NOT "get me a job." Your goal should be to learn about and meet as many new people as you can. One way they can help is to share or recommend other individuals from their own network that they feel may be able to provide additional value and insight in your quest to learn. If you are fortunate enough for them to pass along a referral, follow up immediately, and circle back to let them know you did and what, if anything, came of it.

Maintaining Connections

As mentioned above, this process takes time, so don't expect immediate results, and in general, don't expect anything in return outside of the time and insight they are willing to provide. A core tenet of a good networker is the mindset that they give more than they will get. If you don't currently have that mindset, you need to develop it.

Stay in touch with the individuals in your network on a regular basis. It doesn't have to be daily or even weekly to be effective. It does have to be relevant though. If you come across an article that may be of interest to them, pass it along with a short note. Set up a schedule to follow up monthly or quarterly with an update on what is going on in your world and inquire the same. Obviously, certain instances may require more frequent or less frequent interaction so gauge that accordingly and be respectful of their time. Keep an open mind and remember that everyone you meet regardless of the situation has the potential to become part of your network if you allow them to.

One approach that can be useful in both making the initial connection and the subsequent follow-up is to take the time to look at it from the other person's view. Before you reach out, take the time to ask yourself, "If I received this communication, how would I respond?" Demonstrating empathy through this process will enable you to consider this question and adjust accordingly. Networking is very much about the golden rule: treat others as you would like to be treated.

Networking takes time, it takes work, and it takes persistence and patience. If you embrace it with a positive attitude and an open mind you will find it to be a very fulfilling and rewarding process.

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The Interview Process

How to Maximize Your Results

Ways to get an interview

Types of interviews

Artful storytelling & crafting your elevator pitch

How to successfully close an interview

The importance of appropriate follow-up

The Interview Process



The road to career success would be far less winding and complex if we could just make the interview process standardized and predictable. Unfortunately, in reality there is little consistency from one company to the next in terms of how they choose to approach the process. Consider these factors:

Timing

Is it a one hour interview, or an all day series of six interviews?

Players

Will you meet with a recruiter, a hiring manager, or the entire team?

Content

What will they ask and how will they ask it to get what they want from you?

Delivery

Will they be engaged and take a friendly tone or favor intimidation tactics?

While it's likely that you'll have advanced notice regarding at least a few of these factors (for example, an interview itinerary outlining who you will be meeting with is typical), you need to be ready to navigate through uncertainty. The best way to achieve success in this process is simple: **Practice. Then practice some more.**

"Think a better you, not a brand new you. Much as you would on any intelligent new physical exercise or diet program, you don't build huge muscles in the first week; nor so do you drop thirty pounds in the first month. Instead, you slowly develop new habits, new strengths, and new actions."

— Tim Sanders, Author, "The Likeability Factor – How to Boost Your L-Factor & Achieve Your Life's Dreams"

Ways to Get an Interview

A myth worth dispelling immediately is the perception that on-campus recruiting is the only method to acquire an MBA internship or full-time position. At even the largest MBA programs, placements from on-campus recruiting make up only a percentage of the overall class. As a smaller program that utilizes a uniquely personalized high contact approach, we use multiple channels as a means to support Tippie students in creating links to MBA opportunities. The primary methods that you should familiarize yourself with include:

MBA Focus Job Postings

There are many organizations that don't recruit on campus but have an active interest in sourcing talent from Tippie. Most often, these companies will post their opportunities in our MBA Focus recruiting system with support from the MBA Career Services team. The MBA Career Services team works closely with posting companies to ensure Tippie candidates get high visibility within the recruiting process.

On-Campus Recruiting

Companies will visit campus to present to students, and following these sessions some organizations will conduct interviews on campus [typically occurs in conjunction with their visit, or within a few weeks following], while others will post their positions in MBA Focus and conduct interviews via phone. It is important for you to actively track new opportunities in MBA Focus to ensure you do not miss any opportunities of interest.

Career Services Direct Referrals

We provide a high level of individual service and support to our students, and this includes identifying potential right fit opportunities and following up with direct recommendations to recruiters and hiring managers whenever possible. The more you keep us aware of your efforts, the better positioned we are to provide support.

Career Fairs

An increasing number of organizations are not only attending the National MBA Career Fairs, but they are utilizing these venues as a primary recruiting source. As such, it is highly recommended that you plan to attend at least one of these events [see pg. 20].

Weekly Lead Lists

The MBA Career Services team seeks to continually increase your exposure to the broadest set of MBA-level opportunities possible. During the 2014-2015 school year, over 1,000 internship and full-time leads were distributed through the MBACS office across all channels.

Staff/Faculty Referrals

Don't forget that your Tippie partners extend to other staff and faculty. Be sure to make your career interests known so that you will be top of mind if an appropriate opportunity presents itself.

MBA Focus Resume Books

MBA Focus has a global resume book that enables MBA hiring companies to source candidates from a variety of top business schools around the globe. It is important that you keep your MBA Focus profile current and check their job board regularly.

Networking/Relationship Management

Utilizing your personal networking and expanding your connections with Tippie alumni is an essential part of your MBA journey [see pg. 42].

The Interview Process

MBA Career Fairs

Each year, hundreds of the world's top employers gather to participate in national and regional diversity career fairs to attract top MBA talent from around the country to fill internship and full-time opportunities.

The employers look to these fairs as their opportunity to cast a wider net and screen talent from outside their core target programs. They traditionally have roles earmarked to be filled specifically from these events. This is a tremendous opportunity to meet, interact, and interview with these organizations. Our participation as a program has steadily increased over the past several years and we have seen offers from these events increase at a similar rate. Students from Tippie have secured roles with organizations like Ford, Ecolab, Darden Restaurants, Kraft, Johnson & Johnson and ConAgra, just to name a few.

How to Maximize Your Experience

As mentioned above, this channel is where employers look to fill roles outside of their small set of target schools. That said, we strongly encourage you to capitalize on this opportunity. In doing so, please consider the following:

Register Early & Purchase a Membership

Visit the conference web site and register to attend—at a minimum—the career fair portion of the event. At the same time, secure a membership to the organization. This will lower your conference fee and give you access to additional career fair resources, such as the job board.

Post Your Resume and Apply to Jobs of Interest

One of the primary resources from these events is the job board, where employers post opportunities and review candidate resumes. If recruiters identify a potential fit between their hiring needs and your profile, they will reach out prior to the conference to schedule an interview in advance of the fair. The sooner you do this, the better. This activity alone can greatly enhance your conference experience as well as your likelihood for success.

Be Prepared

Attitude and preparation are keys to success. You need to know your story, what you bring to the table, and what you want to do. Do your homework before the event and be prepared to do more at the event. Know the employers, alumni, and roles to the greatest extent possible. Have your suits pressed, extra shirts, ties, business cards, and twice as many resumes than you plan to hand out. Have a plan of attack and be prepared to adapt to a changing environment and a certain degree of uncertainty.

Get Ready to Hustle

Get a good night's rest and be prepared for a long and fast-paced couple of days. Participate in as many networking sessions as possible. Be confident and outgoing. Ask for the interview. Your attitude is key. You need to exude confidence, positivity, and polish, as everyone you interact with has the potential to lead to an opportunity—if not immediately, somewhere in the future if done well.

Follow Up & Stay Connected

This can arguably be the most important step in this entire process. You will meet tens, if not hundreds of individuals, over the course of these events. Ask for business cards and be prepared to follow up in a timely manner. Add these new connections to your LinkedIn network and stay connected, corresponding with them regularly and purposefully. They will officially become part of your expanding network, and it is on you to maintain and develop these relationships moving forward.

Have Fun With It

This is a great opportunity for you regardless of your comfort level in these types of environments, and with the right preparation and follow through, it can pay huge dividends, both short- and long-term.

[For additional details on fair dates for this fall, please see the Timeline on pg. 34].

Alumni Insight

Tara From ('11)

Senior Manager, Loyalty Redemption
United Airlines

Interview preparation is critical to your success?

Practice was key for me. The STAR format got me ready for all behavioral interviews, and all of my interviews were behavioral with the exception of one case interview. I wrote out about a dozen stories in STAR format and practiced them— from there I did mock interviews with career services and alumni. I can't stress the importance of practice enough, and I think mock interviews are the best format for that. I also think it's important to have some confidence that just being yourself goes a long way—there isn't some secret society of people who are much better at interviews than you are. Now that I've been on the other side of the table, I wish that I had entered my interviews with ease and confidence knowing that it's a two-way street.

The Interview Process

The Elevator Pitch

You've just entered an elevator, tapped the button for your floor and then stepped back to await arrival at your destination—30 floors up. You quickly realize the man standing to your right is CEO at an organization you admire. **If you had only 30-60 seconds to impress this person, what would you want to say?**

Wikipedia defines it as *"an overview of a product, service, person, group or organization, or project and is often a part of a fundraising, marketing communications, brand or public relations program. The name reflects the idea that it should be possible to deliver a pitch in the time span of an elevator ride, or approximately thirty seconds to two minutes."*

Who are you and what are your capabilities?

When you are finally given the chance to express what makes you unique, it is critical that you take advantage of the situation. This is not the time or place to "wing it." Even the best communicators will struggle in this setting if not prepared, as typically time is short and pressure is high. As we now live in a world where communication is immediate and coming at us from all angles, it is required that you be skilled at conveying key aspects of your personality quickly and concisely.

Considering the following:

Know Your Audience

Better yet, research them. Find out who they are and how you are relevant. Doing your homework will not only enable you to customize your pitch to the audience, but it will elevate your confidence and prepare you to deliver results when you're given the opportunity to share your story.

Emphasize Personal Brand

You know your strengths, and odds are there are many. However, it is important to emphasize those that will be most appealing to your audience. Be relevant.

Write It Down

Commit to your pitch by getting it down on paper. Consider the following:

- What are your key strengths or positive qualities?
- What do you have to offer? What unique contributions will you make?
- Why are you interested in this company or, more generally, this industry?
- How do you work efficiently to solve problems?
- Where can you draw parallels between your strengths and their needs?

Perfect It & Practice It

Your highest probability for success when put on the spot to articulate your unique brand proposition is being prepared. Once you have it written down, share it with others to get feedback. Involve your Career Partners in this process—they are here to help you develop and represent your best self.

Don't miss any opportunity to test drive your elevator pitch. Be prepared to stumble the first few times, and go easy on yourself! The more you practice, the better you'll get at articulating who you are and what you have to offer.

Dissecting the Pitch [Kaplan Mobray Approach]

Awareness	Notice who is in the room, elevator, or confined space and establish eye contact right away.
Attention-Getting	Say hi or smile to get their attention and introduce yourself. This lets them know who you are and gives you permission to share more in the interaction.
Confidence-Capability	Share a quick tidbit or data point that highlights something you have done successfully.
Desire-Stimulating	Indicate how this success is helping (or helped) your company or creating impact.
Urgency-Stressing	Ask for the opportunity to share more at a later time.
Response-Seeking	Bring the conversation to a close and set up a next time to build on this short interaction.

GOAL [Intended audience should walk away with a recall of three things]:

1. Memory of who you are
 - They should know your name.
2. Perception of what you are capable of doing
 - They should remember an example of when you [or something you were associated with] were successful.
3. Belief that you can help others
 - They should leave with a thought about hearing more on how your success or the success of something you were involved with can help benefit others.

Source: Kaplan Mobray, *The 10Ks of Personal Branding: (K)reate a Better You*, 2009

Kaplan Mobray

Personal Branding Expert & Author,
The 10Ks of Personal Branding

"Start thinking today about how you communicate your personal brand attributes. Do you have a ready-made statement of your value? Are you developing brand ambassadors? Are you effectively communicating your brand through others? Are you ready for that defining moment when opportunity and preparation meet head-to-head? What can you say about yourself in six seconds that can immediately change your life outcome?"

Having a focus on how you communicate your personal brand attributes is one of the most important lessons that I want you to take away from my book. The more effective you are in communicating the attributes that make you, a product, worth buying, the more value you will create for your brand, and the stronger impression you leave with others. Start to craft your elevator pitch today and begin taking inventory of your personal brand ambassadors. They will help you promote your brand so that you are not the only one working on your behalf and that your thirty-second commercial is worth watching.

The way you communicate your personal brand attributes has a direct effect on the perception that others create about your value."

The Interview Process

Behavior-Based Interviewing

The most prevalent interviewing style, behavior-based, requires candidates to draw upon past experiences to demonstrate knowledge or skill in a specific area. Potential employers will predetermine the primary skills needed to successfully perform in a role, and then probe with pointed questions to determine if a candidate has the necessary skills. The logic behind this technique is that past behaviors are the best indicators of your future performance. Generally, behavioral questions begin with *"Tell me about a time when..."* and focus on assessing business competencies such as (but not limited to) leadership, strategic thinking, analytical skills, and creativity.

Although some candidates elect to improvise these stories during an interview, we would caution against this approach as unplanned examples tend to lack structure and focus. The ability to develop powerful and concise stories that will showcase your capabilities takes time and practice. To achieve optimal results, we recommend that you utilize the following technique to assist in structuring your examples.

The SMART Framework Begins with the RESULT

Your preparation for this type of interview should include identifying examples of situations from past experience that address the needs of the employer. This will include examples from your resume, as well as experiences that you were unable to include (due to space limitations, etc.). Storytelling is an art and, as such, it requires that you share details in a clear and focused manner. Avoid painting your experience in broad strokes—generalizations give the employer a shallow perspective on who you are, how you possess a needed skill, and why you're the right person for their team. The SMART Framework, which begins with the RESULT, will enable you to define examples and then ensure you are targeting the most relevant and important details from that specific experience. Remember: examples from your professional experience should be first priority, but you should also consider stories from classes, extracurricular or leadership activities, team involvements, community service, study abroad experiences, and/or past consulting projects or internships.

Result Summarized

Briefly state the result attained to capture and focus the attention of the interviewer.

Situation and Metric

This step should be brief. Identify the situation, task, or challenge that you faced. Use metrics where possible.

Action(s)

Describe the steps involved with this particular situation or challenge.

This is the "meat" of your story. Take the interviewer(s) through the actions YOU took in this situation or challenge. Again, avoid generalizations and be clear on the role you played. Remember: interview stories should take no more than two minutes to complete, and the majority of this time should be spent on describing your actions.

Results

Share the results of your actions and, whenever possible, quantify them. Numbers support your achievements and demonstrate your level of responsibility. Without taking the employer through the outcomes associated with your actions, it leaves them questioning the type of results you delivered. Remember: while it is more enjoyable to share success stories, employers will also ask to hear about situations that challenged you. *When were you NOT successful in achieving a goal?* In these cases, it is critical that your results include what you learned from these situations, and an example (or two) of personal growth that was achieved through this experience.

Tie It Back

State how this example demonstrates the way you can add value to the role you are interviewing for.

Anticipate that follow-up questions by the interviewer are possible. When your story relates to a skill or experience that the employer wants to explore further, they may dig deeper with open-ended questions such as:

What were you thinking at that point?

Tell me more about your interactions with that person.

Take me through your decision process.

EXAMPLE: Tell me about a time when you used a new way of addressing a problem.

Result Summarized:

One way of thinking outside the box is to engage other constituents in gleaning the best solution to a situation. An example of this was...

Situation and Metric:

During my internship last summer, I was responsible for managing three large simultaneous projects. One of these projects tasked me with managing an event, and I observed that attendance had been steadily dropping over the past two years by close to 30%. I decided to do something to improve these numbers.

Action(s):

I designed a new promotional packet to go out to local community businesses ahead of our first event. In it I included a rating sheet to collect feedback on our previous events. I further organized internal round table discussions to raise awareness of the issue with our team.

Results:

Upon analysis of the data we utilized several quality ideas we received from the community, made our internal systems more efficient and visible, and raised attendance at the event by 18%.

Tie it back:

This example demonstrates my ability to think outside the box in generating options to solving problems, which would prove beneficial in this role as I would be working with implementing new projects for various constituents.

Career Services Insight

Going Face-to-Face

A successful interview starts long before you step foot in the office. Here are some tips on how to prepare and present yourself as a strong candidate.

Do Your Research

Finding out more about the company and position helps you know if the job is a good fit for you. It also helps you discover what the company is looking for in employees, and it will help you create informed questions.

Research sources:

- The company's website
- Newspaper and magazine articles
- Someone who works at the company
- Job descriptions
- Company information sessions and career fairs
- For undergrads: The campus career center, counselors, and professors

Build Your Resume and Power Stories

Just as your resume shares your skills and abilities, "power stories" are 60-second examples you can share with an interviewer that demonstrate your strengths. To develop your resume and your power stories, consider your experience that shows:

- Motivation and passion
- Initiative
- Persuasiveness
- Good judgment
- Analytical skills
- Organizational skills
- Strong communication skills
- Leadership
- Responsibility

Develop four or five of your best power stories. Each story should first explain the situation or task you were faced with. Then explain the action you took and what the result was. Practice telling these stories so you'll be ready to use them in an interview.

Create Your 60-Second Commercial

Your commercial is a 60-second summary to share with your interviewer about why you're excited for the interview by:

- Thanking them for the interview.
- Telling them why you're excited about the position and the company.
- Listing three or four things that make you ideal for the position.
- Telling them that you look forward to being able to share more in the course of the interview.

Prepare Questions

Create your list of questions to ask during the interview. These questions might include:

- What are the duties and responsibilities of the position?
- What does a typical day look like in this position?
- What do you like best about the position? Least? What do you like best/least about the company itself?
- How would you describe the culture at your company?
- What kind of training might I get for this position?

The Interview

Make a Good Impression

Arrive 15 minutes early. Smile and make eye contact throughout the interview. Your appearance is very important. Men should wear a suit, a pressed dress shirt and tie. Women should also wear a suit and a pressed dress shirt. During the interview, make sure to listen carefully. When you share your power stories, do it with enthusiasm. Ask your questions after the interviewer has finished asking theirs.

Before you leave:

- Thank the interviewer
- Tell them you've enjoyed meeting them and learning more about the company
- Share your commercial
- Ask about decision timing
- Get their business card
- Shake hands

Review the Interview

First, send a thank-you note to the interviewer within 48 hours. By evaluating the interview, you can reflect on how to improve your interviewing skills. It will also help you decide whether you think the position is a good fit for you. Ask yourself:

- Who interviewed me? What was their role? What reaction did they seem to have to me?
- What was my overall impression of the interview?
- What would I do differently? What would I do the same?
- What things did I do or say that seemed to impress the interviewer?
- What is my impression of the job? Can I see myself doing it?
- What is my impression of the company? Can I see myself there? What are the duties of the job?

The Interview Process

Artful Storytelling

Crafting Your Interview Stories for Optimal Results

The below competency areas represent those you can expect to encounter most frequently during the interview process.

Analytical Skills

Ex: Tell me about a time when you had to work with a lot of data.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Leadership

Ex: Tell me about your most significant leadership experience.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Creativity

Ex: Tell me about a time when you utilized a completely new/different approach to a situation.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

The Interview Process

Artful Storytelling

Crafting Your Interview Stories for Optimal Results

Communication Skills

Ex: How would your former co-workers describe your communication style?

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Goal Orientation

Ex: Tell me about two goals you've set for yourself in the last year. Did you achieve them?

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Project Management Skills

Ex: Describe a failed project you have been involved with at work, and explain why it was not successful.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

The Interview Process



Artful Storytelling

Crafting Your Interview Stories for Optimal Results

Team Skills

Ex: Give an example of your involvement in a team that was less than successful. What could you have done differently to make it more successful?

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Conflict Management

Ex: Tell me about a situation at work in which you experienced conflict and how you resolved it.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Ethics & Integrity

Ex: Describe a situation in which you faced an ethical challenge in the workplace and how you resolved it.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

The Interview Process

Artful Storytelling

Crafting Your Interview Stories for Optimal Results

Strategic Thinking Skills

Ex: What are the three most common reasons why change in management fails in most organizations?

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Work Ethic

Ex: Tell me about a time when you went above and beyond what was expected for the benefit of your team or customer.

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

Passion

Ex: What are you passionate about outside of work? What motivates you?

Result Summarized

Situation and Metric

Action(s)

Results

Tie It Back

The Interview Process – Behavioral

Practice Interview Questions

General

Tell me about yourself.
Walk me through your resume.
If I were to speak with your former supervisor, what would s/he say are your greatest strengths, and what are a few areas of needed improvement?
What would your classmates tell me about you?
What is the biggest risk you've ever taken?
What is unique about you? Convince me you're the right person for this job.
What can you bring to our company that the other candidates can't?
Why Tippie?
Tell me something about you that I wouldn't learn by reading your resume.

Analytical Skills

Tell me about a time when you discovered a more efficient way to do a work task.
Tell me about a task that really tested your analytical abilities.
Tell me about a tricky situation for which you found a simple solution.
Have you ever been in a real dilemma at work? What did you do to get out of it?
Tell me about an assignment you worked on in which you had to amass a huge amount of data and then analyze it.
Can you tell me about a situation where your analysis of a problem was deemed to be incorrect? What would you have done differently?

Leadership

Describe a time when you reprimanded an employee for poor performance. What was the outcome?
How do you balance client needs with company goals?
How do you motivate subordinates?
Tell me about a situation at work in which you led a team well.
Tell me about a time when you mentored someone.
What leader do you most admire and why?
What was your most significant leadership experience?
What five qualities do you feel define great leadership?
Tell me about your most significant leadership experience.
Describe one experience when you had to lead a team.
How do you keep each member of the team involved and motivated while keeping morale high? Describe the steps you take to achieve this.
In what situations do you prefer to use your leadership skills? Can you give me some examples?

Creativity

How often do you discuss and work with colleagues to think up new systems and styles of working?
Have you ever tried a new way of doing things? Did you succeed?
Tell me about one case when you tried to solve a problem with a totally different approach than is normally used. What was the result?
Tell me about a situation when you tried to solve a problem with ideas and methods that had not been tried before.
Imagine you could trade places with anyone for just a week. The person could be famous or not famous, living or from history, real or fictional. With whom would you trade places?
If someone wrote a biography about you, what do you think the title should be?
If you had to be shipwrecked on a deserted island, but all your human needs - such as food and water - were taken care of, what two items would you want to have with you?
If you could have dinner with anyone from history, who would it be and why?
If you won \$20 million in the lottery, what would you do with the money?
Bowling has been banned and all bowling alleys have been shut down. Tell me five interesting new uses for bowling balls.

Communication Skills

How would your co-workers describe your communication style?
Give me an example of a time when you had to sell an idea.
Give me an example that demonstrates your ability to network and, as a result, generate new business for a product or service.
Provide an example of an unpleasant client situation. How did you handle it? What would you have done differently?
Tell me about a time when your opinion was challenged. How did you handle it?
Describe a time when you had to convince a person or group to re-evaluate their decision.
Describe your presentation skills and experience.
Please describe any experience you have with negotiation or financial transactions or with negotiation in general.
Rate your communication skills on a scale of 1 to 10 with 10 representing excellent communication skills. Give me three examples from your past work experiences that demonstrate the selected number is accurate.
Describe five things about the communication within an organization that must be present for you to work most effectively.
When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.
What processes do you use to clarify your written work and verify its accuracy?
Can you tell me about a recent writing assignment, what it entailed, and what steps you took to make sure the assignment was accurate?

The Interview Process – Behavioral

Practice Interview Questions

Goal Orientation

Would you describe yourself as goal oriented?

Describe what you've accomplished toward reaching a recent goal for yourself.

Can you describe your long-term goals and objectives?

What do you expect to be doing in five years? Ten years?

Tell me about initiatives you have taken to improve procedures at work? Were you successful? Would you do anything differently now?

Tell me about a time you succeeded in overcoming a major obstacle. How did it make you feel?

Project Management/Organizational Skills

When it is your responsibility to organize and plan a project, what steps do you take?

How do you accommodate last minute changes that are incorporated into your work?

How do you prioritize tasks to be completed within one work project?

Illustrate how you prioritize daily tasks.

What do you do when a project is not coming to fruition as expected due to inefficient planning?

What steps do you take when the work of a colleague threatens the completion of a project?

Teamwork

Have you ever had a role in a team project where your role was not clearly defined? How do you handle this?

When your team encounters a problem, such as irritation with another co-worker, how do you reach a good resolution?

When you receive positive feedback about the completion of a project, do you give your team any credit?

When you are part of a team that is working exceptionally well, what do you think are the reasons for this success?

When did you last coordinate your work with others in a team project? What was your most successful contribution?

Tell me about a time when you were in a well functioning team, except for one member who was not pulling his weight. How did you handle it?

Conflict Management

Have you ever had difficulty with a supervisor or instructor? How did you resolve the conflict?

Tell me about a major problem you recently handled. Were you successful in resolving it?

Tell me how you deal with high pressure situations.

How do you manage to work with people with whom you are not comfortable? What do you do in these situations?

Tell me about a time when you helped to successfully mediate a conflict. How did you feel?

Tell me about a time when you were aware of a serious mistake made by a colleague and what did you do about it?

Describe a time when you had a disagreement with a colleague at work. How did you manage to work it out?

Tell me about a time when you had to work through some negativity to get work done.

Ethics & Integrity

Tell me about a time when you had to make an uncertain decision with the possibility of an adverse public reaction. How did you manage the situation?

Have you ever tried to raise an issue that you thought may have been unlawful or not in accordance with professional principles?

How would you manage a situation where you believed that something was not in compliance with professional ethics?

What would you do if you saw a valued customer behaving in an unethical manner? How about a co-worker?

Strategic Thinking Skills

How would you describe the term 'strategic thinking'?

Outline in very broad terms how you would create a strategy for say, a public interest campaign.

How should you go about identifying partners as part of any good business organizational strategy?

As you develop strategic vision for your organization, what are the five key criteria that you should focus on?

What are the three most common reasons why change in management fails in most organizations?

Work Ethic

Tell me about a time when you had to work through some negativity to get work done.

Would you describe yourself as a self-starter? Can you give recent examples where you displayed this quality?

Passion

There are thousands of possible careers. Why do you want to follow this particular career?

Describe a project you were involved in that really excited you.

What makes you excited to get out of bed in the morning?

Tell me about a hurdle which got in the way of achieving an ambitious goal. How did you go about overcoming it?

Tell me about a time when you willingly volunteered for a task. Why were you so interested in this specific task?

The Interview Process – Technical

Your Academy Director serves as your technical and case interview expert



THE UNIVERSITY OF IOWA

Getting Technical: Functionally Specific Interviews

At this point, you've started to generate stories from your prior experience that address the various competency/skill areas that are most widely sought by MBA hiring companies. Continue this effort, as it will build your confidence, make you better prepared to navigate the uncertainty that is tied to any interview, and increase your odds of success when opportunity knocks. As you progress through an interview process with a company you should be prepared for the interviews to get more challenging—with far greater emphasis placed on assessing your technical skills and functional expertise. The "technical interview" as it is often referenced, seeks to understand if you have the technical capacity to operate at a high level within a specific career path. This can include questions to assess overall knowledge of a function, as well as questions designed to dig deeper into your problem solving, critical and creative thinking skills, and your passion for the field.

Sample Knowledge Questions

Marketing

Note: They are looking for you to demonstrate both that (1) you understand marketing and (2) you are passionate about it.

- What is your favorite brand/ad/new product/retail store promotion in the market right now? Why?
- How do you calculate market share?
- How would you determine if a given product is successful?
- What is the difference between primary and secondary research? When would you use one vs. the other?
- What is market segmentation?
- How would you as a brand/product manager think through and prioritize growth opportunities for your brand/product?
- What are the different ways a brand/product manager could learn about their consumer's unmet needs?
- How would you go about analyzing a market as the first step of developing a sound brand/product strategy?
- If you were a brand/product manager, how would you:
 - determine the appropriate promotional plan for your brand/product?
 - determine the appropriate pricing strategy for your brand/product?
 - determine the appropriate distribution strategy for your brand/product?
- If you had to advise a new Brand Manager about the pros/cons of the new digital marketing promotional options, what would they be?
- How familiar are you with the product development process?
- How familiar are you with the AIDA model of consumer behavior?
- How familiar are you with product lifecycle management?
 - STP framework? The 4Cs framework?

Finance

- Why might a company choose debt over equity financing, or vice versa?
- How will a decrease in financial leverage affect a company's cost of equity capital, if at all? How will it affect a company's equity beta?
- What are the different ways to value a company?
- What is the difference between a DCF and comps?
- What is the difference between enterprise value and equity value?
- Which of the three financial reporting statements (balance sheet, income statement, statement of cash flows) is most important and why do you believe this is so?
- How does depreciation affect each of the three financial statements?
- What is your best investment idea right now?
- If I gave you a million dollars, how would you invest the proceeds?
- What is your investment style?
- What sources of information would you use to analyze a company?
- What's the difference between IRR, NPV, and Payback?
- What's the difference between I-banking and Private Equity?
- More questions can be found on the Finance Academy ICON site.

Analytics, Operations and Strategy

Strategy

- How would you describe the term 'strategic thinking'?
- Outline in broad terms how you would create a strategy for say, a public campaign. As part of this strategic campaign, why should you carry out a SWOT analysis?
- How should you go about identifying partners as part of any good business or organization strategy plan?
- As you develop a strategic vision for your organization, what are the five key criteria that you should focus on?
- Discuss the importance of establishing an appropriate basis for comparison in assessing strategic capability.
- What are the three most common reasons why change in management fails in most organizations?

Operations and Supply Chain

- What factors would you consider in determining the location of a distribution center?
- How would you improve the utilization of a process?
- You have to process 50 units and have two options. In the first, you can start 2 lines with 1% defect rate and a capacity of 7 units an hour. In the second option, you can start 3 lines with fewer people but a higher defect rate and a higher capacity. Looking at overall picture, which process is more efficient and why?
- It costs \$200 to train a new person, and a training session has an overhead cost of \$2000. You have 220 people to process in the coming months. Given the normal attrition rate, you expect to lose 40 of the trained employees. Does it make sense to call for overtime or add new folks?
- You have a fixed budget, and heat in the building is causing increased attrition. Also, as your productivity targets are revised upwards each year, you want to buy a couple of machines, which would dramatically improve productivity. In particular, the machines would improve the productivity of the best associates by at least 20%, but these are the same folks who are threatening to walk out if something is not done about temperature. What would you do?

Continuous Improvement Leadership

- Have you ever had to balance multiple priorities? How did you handle this?
- If you were placed in a situation where you had to lead a team in an area that you were very unfamiliar, how would you approach solving their problem?
- If you are working on a project where leadership is not engaged, what would you do to make sure the project was successful?
- Please describe to me the DMAIC process and the tools used at each step.
- How would you determine what samples should be used in a Gage R&R study, and how do you interpret the results?
- Can you describe when you have taught classes with leadership and the difficulties you encountered?
- If you were working on a transactional project with very little data, how would you determine the root causes of the problem?
- Can you describe your past experiences with leading process improvement teams?
- Could you describe your most successful project? Why do you define this as your most successful?
- Tell me about a time when you had a coworker come to you with a problem that you thought was trivial. What did you do?
- What are acceptable reasons for missing a deadline?
- Describe your experience in solving a particularly difficult problem. Why was it difficult?
- Have you ever deviated from expected policy or procedure? If so, what happened?
- Give me an example of when you found a way to make your job easier or more rewarding.
- Tell me what each S stands for in 5S and how you have addressed each one.
- What tools/software do you feel comfortable working with on a daily basis? i.e. MS Office, MS Project, Minitab, etc.

Consulting

- What are the three most common reasons why change in management fails in most organizations?
- What background do you have that would be helpful in consulting?
- Why consulting?
- How do you think the consulting industry is structured?
- What are some differences among the consulting firms that are important to you?
- What were the sales of your last employer? What was its profitability?
- Are you a generalist or specialist? Where do you see yourself specializing?
- Are you competitive?
- How are you going to make your decision if you get more than one offer?

The Interview Process

Your Academy Director serves as your case interview expert

Case Interviewing Technique: Assessing Your Problem-Solving Skills

Case interviewing can be more broadly defined as problem solving. This technique is used to assess your skills in fields requiring strong analytical and quantitative skills, the ability to demonstrate structured problem solving skills, as well as other less obvious but equally important competencies such as active listening, interpersonal and communication skills, business acumen, performance under pressure, creativity, ability to navigate change, address problems in a logical way, synthesize the findings, and articulate these results in a concise manner to the interviewers. Case interviewing has historically been reserved for large consulting firms. However, in recent years many companies have started to adopt this style of questioning in an effort to gain a deeper understanding of your ability to assess a problem (typically a specific issue facing a particular company), analyze the situation, identify key issues, and articulate how you would address the problem.

Your Goal:

- Identify a problem
- Recommend a solution
- Not necessarily a "right" answer

Company is Assessing:

- Ability to determine what information is needed [needs assessment]
- Ability to problem solve within restricted/defined time period
- Quantitative skills
- Thought process
- Ability to function under pressure
- Self confidence
- Creativity
- Fit for the company
- Interest in problem solving
- Ability to navigate ambiguous situations
- Strong communication skills

Structure:

- Sent in advance [Written Case]
- On the spot [Verbal Case]

Recommendations:

- Practice
- Take it seriously
- Restate
- Ask questions
- Take your time
- Think out loud
- Determine assumptions
- Check calculations
- Consider alternatives
- Don't let it unravel you
- Take a deep breath and relax

Expert Insight:

David Ohrvall

Author, *Crack the Case System* & Founder of MBACASE

"What's the point of the case interview? Why do I have to spend so much time mastering these random skills for some interviewer?" I hear these questions all the time. It's easy to miss the benefits when you're stressed out and buried in case interview books, but I think there are three key reasons to master these skills: **Knowledge Integration** - case interviews are the ultimate chance to pull together your work experience and academic training. You'll test, reinforce, and build your business knowledge; **Senior Management Presence** - solving problems quickly with crisp logic and practical analytics is what business leaders do all the time; **Holistic Thinking** - case interview prep teaches you to think about how to solve problems in a broad way, pulling in strategic, operational, organizational, and financial elements. Invest time in cases and you'll accelerate your holistic understanding of how a business works and ultimately you'll be prepared for a variety of roles."

Sample Questions

Case expert David Ohrvall visits campus in the fall to present a comprehensive workshop on how to approach and practice the case interviewing format. Additionally, many consulting firm websites give sample cases as well as practical advice on surviving their interview process. Included in this section are a few additional case question examples to get you moving in the right direction.

Brain Teasers

- How would you move Mount Fuji? [Creative]
- Estimate the market for light bulbs in Australia. [Market Sizing/Estimating]
- You have a 3-liter bucket and a 5-liter bucket. How will you measure out exactly 4 liters of water? Assume you have an endless supply of water and no markings on the bucket. [Logic Problem]
- How many barber shops are there in Seattle? [Logic Problem]

Business Problems & Strategy

- Your client is a company who makes specialist batteries for mobile homes [motor homes] in the United States. The battery is very powerful, long-lasting, and of high quality. New industry conditions are occurring and motor home dealers are starting to use a cheaper battery as the 'factory standard' in an attempt to lower the overall price of motor homes. Your client's product is now only offered as an added feature for which the customer must pay an extra \$500 to get. How should your client go about maintaining profits given these new market conditions?

"Invest time in cases and you'll accelerate your holistic understanding of how business works and ultimately you'll be prepared for a variety of roles."

Alumni Insight

Zachary Daul ('14)

Corporate Partnership Sale
Executive at Detroit Lions

It was exceptionally important for me to have a long term career plan, especially because I was focused on a niche sports industry. Iowa helped me pursue plan A, while preparing for plans B, and C. A big part of my draw to attend Iowa was the network of Hawkeye alumni, and it was through a Hawkeye alumni that helped me get my foot in the door in sports. If I had advice for incoming students, it would be to have the end game in mind from day one. Learn all you can, but always keep your eye on the jobs you want after graduation and utilize career services from day one to plan how to get them.



Closing the Interview

"So what questions do you have for us?"

This statement—or something similar—heard from the interviewer(s) typically signifies that you're nearing the end of the interview. Although it's natural at this point to breathe a sigh of relief, don't lose your momentum just yet! Equally important to a strong first impression and well-crafted interview stories is your ability to provide a strong closing. Before you jump from your seat and head to the door, be sure to address the following:

3-5 Questions for the Interviewer(s)

- These should be thoughtful and demonstrate your interest and fit for the organization. This should not include a regurgitation of information you've gleaned from their website. Review your company info worksheet and identify a few questions that address *current* issues facing the business.
- Don't over think it. If you're considering working for this organization, what is it that you'd like to learn about the company and role?
- Consider your audience. If you are meeting with HR, they are not as likely to know specifics about the role for which you're interviewing, but they would be well positioned to answer questions about corporate culture and other "big picture" company issues. If you're meeting with the hiring manager, this is your opportunity to dive deeper into the specifics of the role, the team, how they measure success, etc.
- Utilize their responses as an opportunity to reiterate your passion and fit for the business. This is your last chance to make a positive impression!
- DO NOT use this time to ask questions about benefits, salary, or other HR-related questions. At this point you are still a prospect—these questions are appropriate once you have an offer in hand.
 - Demonstrate passion. Without question, ending an interview with low energy, irrelevant questions or—the worst case scenario—responding that you "have no questions at this time" can be deal breakers. So be sure you've done your research in advance of the interview to avoid this scenario.

Reiterate Your Personal Brand Statement

- It will feel natural after the Q&A portion of the interview to head for the door. Not just yet! Do not miss the opportunity to reiterate your personal brand statement (what makes you unique?), your passion for the role, and why you are the right person for the job. People want to hire people they like AND people that share their passion for the company. If you don't reiterate your interest and fit, rest assured that the interviewee before or after you will.

Ask for Business Cards, Shake Hands, Smile

- Following up after the interview (see below) is also critical, so if you do not already have contact details for those you met, be sure to ask for business cards at this time.
- Don't underestimate the power of a smile. Thank them for their time, be genuine, and end with a confident hand shake. Seemingly a small and obvious detail, but you'd be surprised how many people will miss this step. Don't be one of those people.

Following Up

"Oh, I forgot to get business cards so I wasn't able to send a thank you note."

I wish I could say that I've never heard this out of the mouths of Tippie MBAs, but unfortunately this mishap occurs on a fairly regular basis. At this stage in the process, you've worked incredibly hard to get the interview, and even harder to prepare for success in the interview. Don't allow this effort to be tarnished by neglecting to follow up. People enjoy acts of kindness, and a formal thank you following an interview is not only a great way to add a bright spot in someone's day, but it's an invaluable opportunity to reiterate your interest and fit for an organization. Few quick tips:

Pick a Talking Point & Make Yourself Relevant

- If pressed for time, ANY thank you is better than none at all. However, the most impactful follow ups emphasize a specific talking point from the interview. Reiterate a topic from your conversation that will be a positive reminder of your time together.
- Hand written thank you notes offer a personal touch that is rarely seen anymore, so it can set you apart. Email is also appropriate and provides more immediacy. Whichever you choose, just be sure to send it within 1-2 days following the interview. Also, be sure to have someone else [e.g. Career Services] review it before sending for accuracy and tone.

Your Career Partners

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Maximizing the Partnership

Career success is your end goal. Your Tippie MBA Experience will bring about the transformation to help you achieve it. You'll feel it happen—a step at a time. And before you know it, you will reflect back and see that those incremental steps have taken you to new levels, stretching you in directions you never thought possible. You'll cultivate your capacity to lead, push new boundaries, think critically and analytically, and understand multiple global perspectives — all essential prerequisites for professional success.

We are your partners in this transformational journey. The Tippie School — our faculty, staff, and the alumni community — are all dedicated to support you during this experience and beyond. **Take ownership of this transformation and your future. Embrace it and make it happen. Success will follow.**

Suggested Reading

GENERAL

Conversationally Speaking: Tested New Ways to Increase Your Personal & Social Effectiveness, Alan Garner
The Search for the Perfect Job, Clyde Lowstuter
Crack the Case: How to Conquer Your Case Interviews, David Orhval
Who Gets Promoted, Who Doesn't and Why, Donald Asher
Growing Great Employees: Turning Ordinary People into Extraordinary Performers, Erika Anderson
The 10Ks of Personal Branding, Kaplan Mobray
Getting to the Top, Kathryn Ullrich
Never Eat Alone, Keith Ferrazzi
What Got You Here Won't Get You There, Marshall Goldsmith
How to Connect in Business in 90 Seconds or Less, Nicholas Boothman
Be the Hero, Noah Blumenthal
Getting to Yes, Roger Fisher and William Ury
The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life, Steve Zaffron & Dave Logan
The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
The Likeability Factor: Raise Your L-Factor & Achieve Your Life's Dreams, Tim Sanders
Getting Unstuck: How Dead Ends Become New Paths, Timothy Butler
The Brand You 50, Tom Peters

FINANCE

<http://www.smartbrief.com/cfa/>
 [If you don't have time to read the WSJ in the morning, this gives you a summary of important news items from financial publications around the world. And it's free]
<http://www.fins.com/Finance> [Wall Street Journal's Financial Careers website]
<http://www.efinancialcareers.com/>
<http://www.wetfeet.com/Careers---Industries.aspx>
<https://www.cfainstitute.org/pages/index.aspx>
<http://www.afponline.org/>
A Random Walk Down Wall Street, Burton Malkiel
Fooled by Randomness, Nassim Tale

MARKETING

www.Razorfish.com [The Razorfish5 Report]
www.Mashable.com [Social Media Guide]
www.marketingpower.com [American Marketing Association; free papers, webinars]
www.brandweek.com [BrandWeek]
www.bcg.com/subscribe/subscribe_login.jsp [Boston Consulting Group]
www.strategy-business.com/registration
<http://us.infores.com/SiteTools/MyIRI/tabid/84/Default.aspx> [IRI]
The Paradox of Choice: Why More is Less, Barry Schwartz
The Fall of Advertising and the Rise of PR, Al Ries and Laura Ries
The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott
Inbound Marketing: Get Found Using Google, Social Media, and Blogs, Brian Halligan and Dharmesh Shah
Sales Promotion: Concepts, Methods, and Strategies, Robert C. Blattberg and Scott A. Neslin
A Guide to Econometrics, Peter Kennedy

ANALYTICS, OPERATIONS, & STRATEGY

<http://www.bcg.com/> [Boston Consulting Group]
<http://hbr.org/> [Harvard Business Review]
<http://www.mckinsey.com/insights/mgi.aspx> [McKinsey Global Institute]
<http://www.strategy-business.com/> [strategy+business – published by Booz & Company]
Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, W. Chan Kim and Renee Mauborgne
Competing for the Future, Gary Hamel and C.K. Prahalad
Competitive Advantage, Michael Porter
Competitive Strategy, Michael Porter
Good Strategy Bad Strategy: The Difference and Why It Matters, Richard P. Rumelt
Good to Great, Jim Collins
In Search of Excellence, Tom Peters and Robert Waterman
The Balanced Scorecard: Translating Strategy into Action, Robert S. Kaplan and David P. Norton
The Black Swan, Nassim Nicholas Talib
The Innovator's Dilemma, Clayton M. Christensen
The Innovator's Solution, Clayton M. Christensen and Michael E. Raynor
The Ten Faces of Innovation: IDEO's Strategies for Defeating the Devil's Advocate and Driving Creativity Throughout Your Organization, Thomas Kelley and Jonathan Littman
A Whack on the Side of the Head, Roger von Oech
The World is Flat, Thomas Friedman
Creating a Lean Culture: Tools to Sustain Lean Conversions, Second Edition, David Mann
Lean Solutions: How Companies and Customers Can Create Value and Wealth Together, James P. Womack and Daniel T. Jones
Lean Thinking: Banish Waste and Create Wealth in Your Corporation, James P. Womack and Daniel T. Jones
The Black Swan, Nassim Nicholas Talib
The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Marc Levinson
The Goal, Eliyahu Goldratt
The Machine that Changed the World, Jim Womack, Daniel Jones, and Daniel Roos
The Resilient Enterprise, Yossi Sheffi
The Southwest Airlines Way, Jody Hoffer Gittel
The Wal-Mart Effect, Charles Fishman

1885-1886

1887-1888

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1963-1964

1965-1966

1967-1968

1969-1970



Professional Documents

How to Maximize Your Results

Tippie Template Sample
Cover Letter Sample
Thank You Sample

YOUR NAME HERE

 Street Address, Apartment Number • City, IA Zip Code
 Telephone • E-mail • LinkedIn Profile
HIGHLIGHTS OF QUALIFICATIONS

- Opportunity to provide overview of your strengths/characteristics that make you uniquely qualified. Be specific!
- Product management experience spanning different stages of product lifecycle including idea generation and market definition, opportunity assessment, competitive analysis and creating go-to-market strategies
- International experience managing client relationships in the United States, Europe and Asia

EDUCATION

HENRY B. TIPPIE COLLEGE OF BUSINESS, UNIVERSITY OF IOWA

Iowa City, IA

Master of Business Administration, Concentration/Academy

Month / Year

- Honors, GMAT, GPA, Certifications, Assistantships, Leadership of Student Organizations, etc.
- Course highlights, unpaid consulting (eg: Business Solutions Center projects, Marketing Field Studies, etc)

UNDERGRADUATE INSTITUTION

City, ST (or Country)

Degree, Major

Month / Year

- Honors, GPA, Certifications, Athletics, Assistantships, etc.

EXPERIENCE**COMPANY NAME**

City, ST (or Country)

Position Title

Month Year – Month Year

- Achievements; 2-4 points. Be sure to avoid providing a list of JOB TASKS, but rather try to focus on results/outcomes
- You will be encouraged to utilize the STAR format both as it relates to refining the content on your resume, and when you begin to start preparing your stories for the interview process
- Situation/Task; define a specific project, task or issue. ACTION(S): What were YOUR contributions, accountabilities, and deliverables? RESULTS: What were the outcomes? Achievements of this effort

COMPANY NAME

City, ST (or Country)

Position Title

07/2005 – 09/2009

- Contacted first-time customers to elicit feedback on purchasing experience; actively listened and responded to product concerns, documented issues, and reported to marketing department resulting in higher customer satisfaction
- Validated biochemical and toxins purchasing eligibility per federal regulations; required attention to detail, management of large amounts of data, and verification of approval list to validate customers
- Analyzed spreadsheet of back ordered products; contacted customers to determine shipment procedures leading to increase in customer's satisfaction based on expedited shipping

COMPANY NAME

City, ST (or Country)

Position Title

08/2001 – 06/2005

- Managed and led team of 7 consultants; responsible for delivery of business intelligence worth \$1.8 million annually
- Optimized and automated vendor on time delivery derivation logic from 10 step to 8 step process, resulting in 40% reduction in on time delivery analysis. Consolidated and standardized vendor calculation across 6 business divisions
- Implemented Business Intelligence Inventory Management to optimize inventory and analyze warehouse stocks across various key parameters

COMPANY NAME

City, ST (or Country)

Position Title

05/1999 – 07/2001

- Gamified the scrum resulting in increased efficiency of daily meeting, saving team a cumulative 18 hours/week

LEADERSHIP, ACHIEVEMENTS, UNIQUE TECHNICAL SKILLS OR ACTIVITIES (Pick a Title, this should be edited)

- List Leadership, Personal Achievement, Technical or Special Skills, Community Involvement Date
- Achievement Award Honor Date
- Language Proficiencies

Sample Cover Letter A

Date

Dear Hiring Manager (Name if possible),

I am seeking employment with COMPANY Name because reason one and a reason 2—both reasons should be why it matters to them—the employer. Approximately 2 lines that show case details about the position, how you know about it or why you are applying. This should be unique and special to you. Even a little bit clever. I know that XYZ COMPANY has a great deal to offer, and I would like the opportunity to grow with your office as your JOB TITLE/Full-time capacity/as in Intern.

A few key qualifications and strengths I offer include the following:

- **Trait & Ability HERE:** 3-4 lines which share a situation and result of your abilities of that trait.
- **Trait & Ability HERE:** 3-4 lines which share a situation and result of your abilities of that trait.
- **SAMPLE Successful Project Experience:** Most recently, as an intern for Takeda Pharmaceuticals, I worked on projects aimed at providing supervisors and managers with the necessary resources, such as production reports and data analysis, to most effectively manage their employees. I improved departmental productivity by optimizing reports and making value-added revisions to existing reports to offer more pertinent information.

A short paragraph that highlights your areas of interest.—list 2-3 here. An additional sentence or two that showcases key abilities you have and how you've applied them in past experiences or projects. Finally, a statement about what you are in terms of an employee, leader, and team member. What can they expect from you? I am seeking employment with COMPANY Name because reason one and a reason 2—both reasons should be why it matters to them—the employer. Approximately 2 lines that show case details about the position, how you know about it or why you are applying I know that XYZ COMPANY has a great deal to offer, and I would like the opportunity to grow with your office as your JOB TITLE/Full-time capacity/as in Intern.

I would like the opportunity to talk to you about the position, my background, as well as, goals and expectations we both have for candidate POSITION. I am committed to the success and I appreciate your consideration. I can be contacted at (123)123-1234. Thank you.

Sincerely,

Thank You Note

Whether you were speaking with an alum, professional contact or an interviewer, a follow up thank you note is imperative to closing out the communication.

Three main points to a post-interview/meeting thank you note:

1. Thank the person for meeting with you
2. Mention something you liked or found interesting about the interview
3. Repeat your interest in the job & mention next steps

Example:

Good afternoon [interviewer name],

Thank you for taking the time to speak with me yesterday about the [insert position] with [insert the company].

It was a pleasure meeting with you, and I truly enjoyed learning more about the role and the company. [Add something specific about your conversation – i.e. I found it very intriguing that the business analysts have a weekly meeting to discuss strategy.] After our conversation, I am confident that my skills and experiences are a great match for this opportunity.

I am very enthusiastic about the possibility of joining your team and would greatly appreciate a follow-up as you move forward with the hiring process. If you need any further information, please do not hesitate to contact me by email or phone. Thanks again, and I hope to hear from you in the near future.

Best regards,

[Your Name]

Notes

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